

MEETING OF THE BOARD OF GOVERNORS - HYBRID

MEETING NUMBER FIVE HUNDRED AND THIRTY FOUR OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, JUNE 5, 2023 FROM 4:00 P.M. – 6:30 P.M. IN ROOM T102 ABC, OTTAWA CAMPUS OR BY ZOOM WEBINAR

In-Person Attendance is preferred: Ottawa Campus, Room T102 ABC

ZOOM WEBINAR - Register in Advance:

https://algonquincollege.zoom.us/webinar/register/WN_sFfVoM98QnyiKqWYoTuqqw

AGENDA		Presenter	Time
0.	Celebrating Student Success – Changemaker Award		
	Smart Tenant Team	Chris Janzen	10 m. 4:05-4:15
1.	CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA	Gail Beck	1 m.
2.	DECLARATIONS OF CONFLICT OF INTEREST	Gail Beck	1 m.
3.	APPROVAL OF PREVIOUS MEETING MINUTES AND CONSENT AGENDA ITEMS		
	3.1 Minutes of the Board of Governors’ meeting of April 17, 2023	Gail Beck	1 m.
4.	COMMITTEE REPORTS		
	4.1 Board Executive Committee Report (verbal)	Gail Beck	5 m. 4:20-4:25
	4.2 Academic and Students Affairs Committee Report (verbal) For Approval: Appendix A: Major Program Modification: Illustration and Concept Art, Ontario College Diploma Appendix B: Major Program Modification: Green Architecture, Ontario College Graduate Certificate Appendix C: Program Proposal: Visual Development for Entertainment, Ontario College Graduate Certificate Appendix D: Revision to the Approved 2023-24 Schedule of Tuition Fees for Three Programs based on a Ministry Approved Fee Anomaly Adjustment – Time Sensitive to Action Adjustments For Information: Appendix E: Enrolment Update Appendix F: 2022-23 Sexual Violence Prevention Annual Report	Rodney Wilson	10 m. 4:25-4:35
	4.3 Audit and Risk Management Committee Reports (verbal) For Information: Appendix A: Fourth Quarter 2022-23 College Endowment and Operating Funds Investment Report	Gail Beck	10 m. 4:35-4:45

	Appendix B: Fourth Quarter 2022-23 Major Capital Projects Report		
	<p>4.4 Governance Committee Report (verbal)</p> <p>For Approval:</p> <p><u>Board Policies and Directives</u></p> <p>Appendix A: Draft BG II-02 Financial Management Policy Revised</p> <p>Appendix B: Draft BG II-02 Financial Management Policy Clean</p> <p>Appendix C: BG II-06 Delegation of Contract Signing Authority Policy Revised</p> <p>Appendix D: BG II-06 Delegation of Contract Signing Authority Policy Clean</p> <p>Appendix E: Transmittal 2023-24 New External Governor Appointment</p> <p>For Approval at the Annual General Meeting:</p> <p>Appendix F: Transmittal 2023-24 Board Officer and Committee Membership Appointments</p> <p>Appendix G: 2023-24 BOG Officer Position - Committee Memberships</p> <p>For Information:</p> <p>Appendix H: 2022-23 Board of Governors Evaluation Results</p>	Steve Barkhouse	5 m. 4:45-4:50
5.	BUSINESS ARISING FROM THE MINUTES		
	<p>5.1 Sale of Surplus Property - Lotta Avenue</p> <p>Appendix A: Site Location Plans for Lotta Avenue land</p> <p>Appendix B: Photographs of the land</p>	Ryan Southwood Duane McNair	10 m. 4:50-5:00
6.	NEW BUSINESS		
	<p>6.1 2022-23 Draft Audited Financial Statements</p> <p>For Approval at the Annual General Meeting:</p> <p>Appendix A: 2022-23 Draft Audited Financial Statements – Algonquin College (<i>link to Financial Statements</i>)</p> <p>Appendix B: 2022-23 Draft Audited Financial Statements – 2364193 Ontario Inc. (<i>link to Financial Statements</i>)</p>	Grant Perry Duane McNair	20 m. 5:00-5:20
7.	DECISION ITEMS AND REPORTS		
	<p>7.1 Fourth Quarter 2022-23 Financial Report</p> <p>For Information:</p> <p>Appendix A: Fourth Quarter 2022-23 Financial Report</p> <p>Appendix B: Fourth Quarter 2022-23 Compliance Schedule</p>	Grant Perry Duane McNair	20 m. 5:20-5:40
	<p>7.2 Fourth Quarter 2022-23 Business Plan Performance Update</p> <p>For Information:</p> <p>Appendix A: Fourth Quarter 2022-2023 Business Plan Performance Dashboard</p> <p>Appendix B: Fourth Quarter 2022-2023 Exceptions Report</p> <p>Appendix C: 2022-2023 Business Plan Scorecard</p>	Scott Gonsalves Mark Savenkoff	10 m. 5:40-5:50

	7.3 2022-23 Annual Report and Progress against Strategic Plan 2022-25 For Approval: Appendix A: 2022-2023 Draft Annual Report For Information: Appendix B: Ministry of Training, Colleges and Universities Annual Report Operating Procedure (last revised September, 2010)	Scott Gonsalves Mark Savenkoff	10 m. 5:50-6:00
8.	ITEMS FOR INFORMATION		
	8.1 Academic Plan Appendix A: Algonquin College Academic Plan	Chris Janzen	15 m. 6:00-6:15
	8.2 Freedom of Information and Protection of Privacy Act – 2022 Annual Report For Information: Appendix A: 2022 Information and Privacy Commissioner Statistical Report	Duane McNair	0 m.
	8.3 Report from the Board Chair	Gail Beck	5 m. 6:15-6:20
	8.4 Report from the President	Claude Brulé	5 m. 6:20-6:25
	8.5 Board of Governors Management Summary Report	Executive Team	0
	8.6 2023-24 Board of Governors Meeting Schedules and Workplan For Information: Appendix A: 2023-24 Board of Governors Meeting Schedule Appendix B: 2023-24 Board of Governors Workplan Appendix C: 2023-24 Board of Governors and Committee Meeting Schedule and Submission Deadlines	Gail Beck	0
	8.7 Confirmation of Mandatory Government Remittances	Grant Perry	0
9.	UPCOMING EVENTS		
	• President's & Board of Governors End-of-Year of Dinner	Date June 6, 2023	
	• Perth Convocation	June 7, 2023	
	• Pembroke Convocation	June 9, 2023	
	• 2023 Spring Convocation – Canadian Tire Centre	June 20-22, 2023	
	• Board Orientation Part 1	August 17, 2023	
	• AC Vision	August 31, 2023	
	• 2023 Fall Board of Governors Retreat	October 1, 2023	
	• Alumni of Distinction Award	November 2, 2023	
10.	REGULAR MEETING ADJOURNMENT		

03.1

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BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND THIRTY THREE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, APRIL 17, 2023 AT 4:00 PM AT THE OTTAWA CAMPUS IN ROOM T102 AB OR BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

<p><u>Present: - Update</u> Gail Beck, Board Chair Claude Brulé, President & CEO Jamie McCracken, Board Vice Chair Anthony Pollard Audrey Claire Lawrence Cyan Shields Cyril McKelvie Ikram Zouari Jeff Darwin Laura Jarrell Rebecca Wakelin Rodney Wilson Shaun Denis Stephen Tudor Steve Barkhouse Valerie Sayah</p> <p><u>Regrets:</u> Gabrielle Berard</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors Wendy Eastwood, Executive Support Clerk, Board of Governors</p>	<p><u>Algonquin College Executive Team:</u> Chris Janzen, Senior Vice President, Academic Diane McCutcheon, Vice President, Human Resources Duane McNair, Vice President, Finance & Administration Laura Stanbra, Vice President, Student Services Mark Savenkoff, Vice President, Advancement & Strategy Tracy McDougall, Director, Communications & President’s Office</p> <p><u>Presenters/Guests:</u> Michael Laviolette, Director, Risk Management Susan Mainse, Manager, Risk Management.</p> <p><u>Changemaker Awards Presenters:</u> Valerie Hill, Coordinator, Business-Marketing program</p> <p><u>Students:</u> Micah McBurney Mariana Bianchini Bailey McLuckie</p>
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WELCOME REMARKS

Governor Beck, Board Chair, welcomed members and observers to the meeting at 4:00 p.m.

0. CELEBRATING STUDENT SUCCESS – Changemaker Award: *Industry Marketing Plan for Art by J Positive by Framework Marketing (Business-Marketing, Class of 2022)*

C. Janzen, Senior Vice President, Academic introduced J. Beauchamp, Dean, School of Business, K. Surman, Chair, Management Studies and V. Hill, Professor, Marketing and Management Studies. V. Hill provided a brief overview and introduced student presenters M. McBurney, B. McLuckie, and M. Bianchini. The students’ project, part of their studies in the Business-Marketing program, aimed to

work with a local business, uncover opportunities for marketing challenges and create a turnkey design. The Business-Marketing program hosts a dynamic and fully integrated client project for graduating students. In Fall 2022, a cohort of students in their final semester were tasked with the responsibility to research, design, write and present a turn-key marketing plan for an actual industry client, Art by J Positive. Teams met with the client in the first week of classes, were provided written corporate information and then conducted heavy online research. Each group determined a unique “market opportunity” for the business and with the client’s confirmation, proceeded to conduct extensive research of their selected target audience and marketing concept. Every team wrote a comprehensive marketing plan that provided the client with direction and recommendations for their product line, pricing approach, digital communications, advertising and sales promotion and distribution methods. The top two teams, based on grades, were chosen at the end of the term to present their fully designed marketing plans with implementation schedules and budgets.

Governor Beck, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to the students and presented them with the Student Changemaker Award.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor Beck, Chair Board of Governors, constituted the meeting at 4:09 p.m. and asked whether any Governors wished to remove or add an item to the agenda. No item was removed or added.

RESOLUTION

MOVED & SECONDED: V. Sayah & S. Tudor

THAT the Board of Governors approves the meeting agenda of April 17, 2023.

CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

Governor Beck asked members to declare any conflicts of interest with items on the agenda. Governor Wilson declared a conflict and abstained from any discussions to agenda item 4.4 External Governor Reappointment as it relates to his reappointment.

3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors’ meeting of February 27, 2023

Approval of the Board of Governors Meeting minutes of February 27, 2023.

RESOLUTION

MOVED & SECONDED: R. Wilson & J. Darwin

THAT the Board of Governors approves the meeting minutes of February 27, 2023.

CARRIED.

4. COMMITTEE REPORTS

4.1 Board Executive Committee Report (verbal)

Governor Beck provided members with a verbal report of agenda items discussed at the April 4, 2023 Board Executive Committee meeting. Meeting highlights included:

- Inclusion, Diversity, Equity, and Accessibility
- Lieutenant Governor in Council Update
- Succession planning
- 2023 Fall Board Retreat Planning

4.2 Academic & Student Affairs Committee Report

Members accepted the Academic & Student Affairs Committee Report for information. Board of Governors approval was requested for the following:

Program Proposal: Creative Industries Management, Ontario College Graduate Certificate (For Approval)

RESOLUTION

MOVED & SECONDED: R. Wilson & A. Lawrence

THAT the Board of Governors approves of the Creative Industries Management, Ontario College Graduate Certificate program effective Fall 2024.

CARRIED.

2023-24 Schedule of Tuition and Ancillary Fees: Amendment to Co-op Program Ancillary Fee (For Approval)

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: R. Wilson & C. McKelvie

THAT the Board of Governors approves of the amended 2023-24 Tuition and Fees Schedule to incorporate a change to the Co-op Preparatory Course Program Ancillary Fee from \$400 to \$579.

OPPOSED: C. Shields

ABSTAINED: V. Sayah

CARRIED.

4.3 Audit & Risk Management Committee Report

Members accepted the Audit & Risk Management Committee Report for information. Board of Governors approval was requested for the following:

Draft Investment Policy for College Operating Funds – Clean Version (For Approval)

RESOLUTION

MOVED & SECONDED: I. Zouari & J. McCracken

THAT the Board of Governors approves the recommended changes to only the Investment Policy for College Endowment Funds.

CARRIED.

President Brulé addressed a question from Governor McCracken related to the Algonquin College Succession Planning update on how to keep employees engaged (for those assessed as “ready” and for whom there is no immediate or near-future opportunities for promotion). President Brulé noted that there are plenty of project opportunities within the College where people can be seconded to ensure that they are engaged and contributing to the College other than their primary roles.

4.4 Governance Committee Report

Members accepted the Governance Committee minutes of March 27, 2023 for information. Board of Governors approval was requested for the following:

Transmittal External Governor Reappointment (R. Wilson) (For Approval)

RESOLUTION

MOVED & SECONDED: S. Barkhouse & S. Tudor

THAT the Board of Governors approves the reappointment of Governor Rodney Wilson for a second term of office, effective September 1, 2023 pending his Lieutenant Governor in Council reappointment.

ABSTAINED: R. Wilson

CARRIED.

5. BUSINESS ARISING FROM THE MINUTES

There is no new business arising from the minutes.

6. NEW BUSINESS

6.1 2023 Corporate Risk Profile

D. McNair, Vice President, Finance & Administration provided a brief overview and introduced presenter M. Laviolette, Director, Risk Management. The Corporate Risk Profile is unique to the College, and reflects merging risks and barriers that could impede the College's ability to successfully achieve its focused goals as outlined in the 2022-25 Strategic Plan. Approximately 40 stakeholders participated in a survey designed to identify the College's key strategic risks which resulted in 17 risks. M. Laviolette provided members with the mitigation plans for the top five risks. In the Fall 2023, the first risk report and its effectiveness will be presented to the Audit and Risk Management Committee.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: J. McCracken & S. Tudor

THAT the Board of Governors approves the Algonquin College 2023 Corporate Risk Profile.

CARRIED.

7. DECISION ITEMS AND REPORTS

There are no Decision items and Report.

8. ITEMS FOR INFORMATION

8.1 Report from the Board Chair

Governor Beck referred members to the Report from the Chair for information.

- Board performance – evaluation tools
- 2023 Spring Board Retreat
- New Governor Recruitment
- Internal Election: Laura Jarrell acclaimed, Wadhad Al-Monaifi, Brandon Wong-Dearing, effective September 1, 2023
- 2023-24 Board Meeting dates will be posted on the board of governors website

Governor Zouari exited the meeting at 4:48 p.m.

8.2 Report from the President

President Brulé referred members to the Report from President for information, and noted the following highlights:

- Attended several community Board meetings as well as meetings with several elected officials; and
- Provided a short summary of the main topics of discussion at recent meetings of the Committee of Presidents.

A question from a member was answered.

8.3 Board of Governors Management Summary Report

Members accepted this report for information.

8.4 2022-23 Board of Governors Workplan

Members accepted the Workplan for information.

8.5 Confirmation of Mandatory Government Remittances

Members accepted the remittances for information.

9. UPCOMING EVENTS

Board Chair Beck informed members of upcoming events for information.

REGULAR MEETING ADJOURNMENT

There being no further business, the Regular meeting was adjourned at 4:57 p.m. It was moved by Governor Beck.

10. IN CAMERA

An IN CAMERA session for Board members only was held beginning at 5:15 p.m.

Gail Beck, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Alanna McDonell, Director, Marketing and Recruitment
Ben Bridgstock, Director, Student Support Services
Brent Brownlee, Director, Campus Services
Bruce Hickey, Manager, Communications, President's Office
Chris Hahn, Dean, Algonquin College Heritage Institute
Cindy Harrison, OTFT Professor
Colin Bonang, Retired
David Soltis, Director, Human Resource, People and Culture
Doreen Jans, Manager, Financial Planning, Finance and Administrative Services
Emily Woods, Director, Corporate Planning, Finance
Erin Langevin, Director, Employee & Labor Relations
Ernest Mulvey, Director, International Education Centre, Global, Online and Corporate Learning
Fatima Matar, Administrative Assistant, Facilities Management
Grant Perry, Chief Financial Officer, Finance & Administration
James Pede, Associate Director, Finance & Administration
Jamie Bramburger, Manager, Community & Student Affairs
Jane Trakalo, Dean, Faculty of Health, Public Safety and Community Studies
Julie Beauchamp, Dean, School of Business
Kina Simmonds, Executive Assistant, Communications and External Relations
Krista Pearson, Registrar, Registrar's Office
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation
Linda Nguyen, Senior Financial Analyst
Lisa Inderwick, Prospect Researcher and Data Analyst
Louise Boudreault, Professor, Nursing Studies
Lois Pollock, Chief Digital Officer
Maggie Cusson, Dean, Academic Development
Mariana Bionchini, Graduate
Marina Spivak, Senior Financial Analyst
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Mary Grammatikakis, Director, Experiential Learning & Entrepreneurship
Michael Laviolette, Director, Risk Management
Michael Qaqish, Manager, Government Relations
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning
Paul Garner, Senior Manager, Internal Control, Risk Management
Paula Benbow, Chair, Health Foundations
Paula ter Huurne, Support Services Officer, Community Studies
Rebecca Volk, Manager, Centre of Organizational Learning
Ryan Southwood, Executive Director, Facilities Management
Sarah Hall, Dean, Pembroke
Sarah-Lynne Levine, Communications Officer
Scott Gonsalves, Director, Strategy and Planning, Advancement & Strategy
Sue Mainse, Risk Manager
Tara Kelly, HR Special Projects Coordinator, Human Resources
Tara Vicckies, Manager, Operational Accounting
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning
Tracy Henderson, Instructor

Valerie Hill, Professor

Wadhah Al-monaifi, Business Analyst, Business Relationship Management, Information Technology Services

Yen Do, Acting Chief Digital Officer, Finance and Administration

4.2 Appendix A

Report title:	Major Program Modification: Illustration and Concept Art, Ontario College Diploma
Report to:	Board of Governors
Date:	June 5, 2023
Presenter:	Rodney Wilson, Chair, Academic & Student Affairs Committee Heather Ryall, Dean, Faculty of Arts, Media and Design Maggie Cusson, Dean, Academic Development

1. RECOMMENDATION:

THAT the Board of Governors approve of a major program modification for Illustration and Concept Art, Ontario College Diploma program, effective Fall 2024.

2. PURPOSE / EXECUTIVE SUMMARY:

The proposed major program modifications are in response to a Program Quality Review conducted in 2021 that recommended the need to revise the program of study. The revisions are considered major and require approval by the Ministry of Colleges and Universities.

3. BACKGROUND:

The Illustration and Concept Art program has been delivered as a Non-semestered Diploma Program (three terms) since its inception. Over the course of its delivery, students have often expressed concern that not having the traditional delivery has impacted their learning in two distinct manners. The first impact has been on their mental health, as many of the students in the program are direct entries from high schools or the School's pathway program, Drawing Foundations for Animation and Illustration, Ontario College Certificate. These students are not accustomed to the length of the program without a break after two intense terms of learning. The second impact has been the workload that students have, with four terms of learning outcomes being delivered in three, thus increasing the course load for students each term.

4. DISCUSSION:

The Program Quality Review highlighted the need to revise the program of study to deliver a two-year (four terms with a break between Level 02 and Level 03) program from the current Non-semestered Diploma Program (three term) delivery format.

4.2 Appendix A

Program Vocational Learning Outcomes and Course Learning Requirements and descriptions have also been updated for currency, and course titles have been updated to differentiate levels and clarify themes.

On March 1, 2023, the Animation and Illustration, and Concept Art and Drawing Program Advisory Committee endorsed the proposed changes.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

6. STUDENT IMPACT:

The major program modification will provide students a longer runway to hone their illustration skills whilst having a more balanced workload. This will address the concerns students have brought forward regarding the intensity of the program which has affected their mental health issues.

7. FINANCIAL IMPACT:

New courses and revisions to existing courses are expected to be undertaken over the next year as the revised curriculum is introduced. The costs associated with curriculum implementation will be absorbed within program operating costs. There are no space or capital equipment implications for this proposed major program modification.

The program currently has a negative contribution, this change will help improve retention and along with a winter intake scheduled for winter 2025, the program will move into a positive contribution position.

8. HUMAN RESOURCES IMPACT:

Program faculty will be involved in the implementation of the curriculum changes.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Following consideration by the Board of Governors, the major program modification to the program title will be submitted to the Ministry of Colleges and Universities.

4.2 Appendix A

Program Advisory Committee

On Wednesday, March 1, 2023, the Animation and Illustration, and Concept Art and Drawing Foundations Program Advisory Committee endorsed the following motion:

MOVED by Corey Morrison and **SECONDED** by Kyle McDougall

THAT the Animation + Illustration and Concept Art + Drawing Foundations Program Advisory Committee has reviewed the curriculum as presented for the Illustration and Concept Art, Ontario College Diploma program, supports the need for this program in the community, and recommends the program for approval to the Algonquin College Executive Team and to the Board of Governors.

The Program Advisory Committee membership is given in Appendix A.

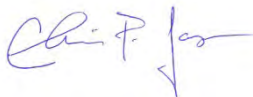
10. COMMUNICATIONS:

The communication plan for marketing and recruitment of this program with the proposed modification will be implemented upon receipt of approval from the Ministry of Colleges and Universities.

11. CONCLUSION:

The Illustration and Concept Art major program modification proposal has been vetted in accordance with the policy and procedure on program approval detailed in Board Governance Policy, BGII-01 Programs of Instruction. It aligns with the College mission and strategic plan, addresses an economic and social need of the communities served by the College, responds to government directions and priorities, and complies with the Ministry of Colleges and Universities' Framework for Programs of Instruction.

Respectfully submitted:



Chris Janzen
Senior Vice President, Academic

Approved for submission:



Claude Brulé
President & CEO

4.2 Appendix B

Report title:	Major Program Modification: Green Architecture, Ontario College Graduate Certificate
Report to:	Board of Governors
Date:	June 5, 2023
Author/Presenter:	Rodney Wilson, Chair, Academic & Student Affairs Committee Christopher Hahn, Dean, Algonquin Centre for Construction Excellence Maggie Cusson, Dean, Academic Development

1. RECOMMENDATION:

THAT the Board of Governors approve of a proposed program title modification and associate curriculum changes for Green Architecture, Ontario College Graduate Certificate to Sustainable Design Architecture, effective Fall 2024.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present for approval the major program modification of a proposed program title modification and associated curriculum changes for the Green Architecture, Ontario College Graduate Certificate program.

3. BACKGROUND:

In the architecture and construction industries, the word “green” has been used for the past few decades. The term has fallen out of favour as it is used broadly and ambiguously. The word “sustainable” is more specific as it encompasses not just the environmental but the social and economic impacts of architecture on the surrounding community. Sustainability in architecture encompasses renewable energy, sustainable materials, low material waste, low carbon footprint and considers the lifecycle of the building.

In addition, the word “design” better describes the focus of the program. In architecture, “design” refers to the process of creating a plan or blueprint for a building or structure. It involves considering factors such as function, aesthetics, and sustainability when designing a building.

4. DISCUSSION:

The proposed major program modifications are in response to a Program Quality Review completed for the program that recommended the need to renew the curriculum and to explore a revised title.

4.2 Appendix B

For the architectural industry, replacing the words “green architecture” with “sustainable design” lets prospective students know that this Ontario College Graduate Certificate focuses on the aspects noted above. In addition, some Vocational Learning Outcomes will be updated to reflect the change.

The Green Architecture Program Advisory Committee has been consulted on the title change and as well as on program curriculum changes and the addition of new Vocational Learning Outcomes.

On April 17, 2023, the voting members of the Green Architecture Program Advisory Committee endorsed the program title modification and changes to the curriculum.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

6. STUDENT IMPACT:

The program title modification will help students better understand the nature of the program when making program decisions and selections during the application process.

7. FINANCIAL IMPACT:

New courses and revisions to existing courses are expected to be undertaken over the next year as the revised curriculum is introduced. Improvements in marketing reach are expected to lead to positive enrolment growth in the program.

8. HUMAN RESOURCES IMPACT:

Program faculty will be involved in the implementation of the curriculum changes.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Following consideration by the Board of Governors, the major program modification will be submitted to the Ministry of Colleges and Universities.

4.2 Appendix B

Program Advisory Committee:

On April 17, 2023 the Green Architecture Program Advisory Committee endorsed the following motion:

MOVED by Liza Medek and **SECONDED** by John Hale.

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the program title modification from Green Architecture, Ontario Graduate Certificate to Sustainable Architectural Design, Ontario College Graduate Certificate and the supporting curriculum changes, effective Fall 2024.

The Program Advisory Committee membership is given in Appendix A.

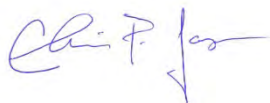
10. COMMUNICATIONS:

The communication plan for marketing and recruitment of this program with the proposed modifications will be implemented upon receipt of approval from the Ministry of Colleges and Universities.

11. CONCLUSION:

The Green Architecture major program modification proposal has been vetted in accordance with the policy and procedure on program approval detailed in Board Governance Policy, BGII-01 Programs of Instruction. It aligns with the College mission and strategic plan, addresses an economic and social need of the communities served by the College, responds to government directions and priorities, and complies with the Ministry of Colleges and Universities' Framework for Programs of Instruction.

Respectfully submitted:



Chris Janzen
Senior Vice President, Academic

Approved for submission:



Claude Brulé
President and CEO

4.2 Appendix C

Report title:	Program Proposal: Visual Development for Entertainment Ontario College Graduate Certificate
Report to:	Academic and Student Affairs Committee
Date:	May 16, 2023
Presenter:	Heather Ryall, Dean, Faculty of Arts, Media and Design Sherryl Fraser, Chair, Design Studies

1. RECOMMENDATION:

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Visual Development for Entertainment, Ontario College Graduate Certificate program, effective Fall 2024.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present for approval the Visual Development for Entertainment, Ontario College Graduate Certificate program.

3. BACKGROUND:

The creative economy in Canada and specifically Ontario is booming. As a result, the demand for talented professionals to contribute to the creative ecosystem is increasing. Many of the programs within the Faculty of Arts, Media and Design and across the College system in Ontario deal with production of creative works. Visual Development for Entertainment is a program that focuses on the ideation process. Students with backgrounds in creative fields such as Animation, Film, and Game, will enhance their technical skills to quickly give form to ideas.

The detailed program is given in Appendix A: Program of Study.

4. DISCUSSION:

This program is being developed to be part of a suite of screen-based entertainment programs within the School of Media and Design including Animation, Television and Streaming Video, Interactive Media, Game Development, Film and Media Production, and Creative Industries Management.

4.2 Appendix C

Evidence of Need

The need within the industry is supported by the Hanover Report conducted in 2020 which identified an industry need for specific skillsets, such as ideation, prototyping and working through a variety of creative pipelines. Industry has communicated that students are not commonly trained in these skills, but the job positions keep increasing. Many industry studios (including top worldwide studios) have positions that have remained open for months. As per Dan Vargas, an Art Director at Ubisoft Québec, there has been a lack of applicants presenting the appropriate skillsets to work in the pre-production pipeline:

“I have had 6 positions for concept/visual development artists sitting at my studios for months now. No applicants have come in, and those that do are not presenting the skills I need to work. I would love to take in a promising group of students who had a good foundation and work with them.”

There has been a 28% increase in Full Time Equivalent positions hired in video companies from 2017 to 2019, with a 32% increase in Ontario alone, as reported by the Entertainment Software Association of Canada:

https://theesa.ca/wp-content/uploads/2022/10/CanadianVideoGameSector2019_EN.pdf

The film industry is growing rapidly as well with major film production companies investing in physical studio production in various areas in Ontario, demonstrating a growth in the local industry, as reported by the Hollywood reporter:

<http://www.hollywoodreporter.com/business/business-news/cannes-ontario-studio-space-race-streaming-1234979121>

"The government's commitment to growing Ontario's film and television industry means big business for Ontario and a globally competitive production scene," says Karen Thorne-Stone, President and CEO, Ontario Creates. "Our suite of financial incentives, over 10,000 locations, world-class crews, diverse talent, award-winning post-production facilities, and expanding studio space are a huge draw for producers from Canada, the U.S. and around the world."

<https://news.ontario.ca/en/release/55965/record-breaking-year-for-ontarios-film-and-television-industry>

In Ottawa, the film industry has been growing amid the desire for more content. "Ottawa's combined film, television and animation productions generally contribute over \$100 million to the local economy each year."

<https://www.obj.ca/article/local/sports-and-entertainment/ottawa-film-industry-soars-new-heights-bolstered-growing>

4.2 Appendix C

Bruce Harvey, past Ottawa Film Commissioner said, “I predict that within the next four to five years, the numbers will be five times what we’re doing today. Once we get to those threshold numbers, the ability to grow will be exponential.”

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

6. STUDENT IMPACT:

The Visual Development for Entertainment program will be delivered using a combination of face-to-face and hybrid formats. Graduates may find employment in a wide range of sectors of entertainment including:

- Animation
- Film and video production
- Video game development
- Digital entertainment

The proposed program also provides opportunities for graduates from related Ontario College Diploma, Ontario College Advanced Diploma and Honours degree programs to build on their skills with this additional credential.

7. FINANCIAL IMPACT:

The financial analysis for this program is given in Appendix B: Cash Flow Analysis. There are no space or capital equipment implications for this proposed program.

8. HUMAN RESOURCES IMPACT:

The program will be staffed initially by part-time faculty to teach and coordinate the program. Assuming stable enrolment, one full-time faculty member may be required in the fourth year of operation.

4.2 Appendix C

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Admission Requirements

In keeping with the Ministry of Colleges and Universities' Framework for Programs of Instruction, admission requirements for the program are as follows:

Program Eligibility

- Ontario College Diploma, Advanced Diploma, Degree or equivalent in the areas of Illustration, Animation, Video Game, Film, or related arts programs; OR
- Graduate Certificate, Diploma, Advanced Diploma, Degree, or partial post-secondary (minimum of two years in good academic standing), from an accredited institution in a non-related field, with minimum three years of relevant practical experience in concept- or visual development art-related position may be considered.
- All applicants will be required to submit a portfolio. Portfolio submission details can be found on the Algonquin College Additional Admission Requirements website: www.algonquincollege.com/admissionspackages.

Advisory Committee

On March 28, 2023, the Visual Development for Entertainment Program Advisory Committee endorsed the following motion:

MOVED by Jason Renaud and **SECONDED** by Tim Vito

THAT the Visual Development for Entertainment Ad hoc Program Advisory Committee has reviewed the curriculum as presented for the Visual Development for Entertainment, Ontario College Graduate Certificate program, supports the need for this program in the community, and recommends the program for approval to the Algonquin College Executive Team and to the Board of Governors.

The program received unanimous support from all Ad Hoc PAC members in attendance and received electronic motions of support from the following members: Patrick Ingoldsby, Jon Lam, Charlotte Pook, and Nigel Franks.

The Program Advisory Committee membership is given in Appendix C.

10. COMMUNICATIONS:

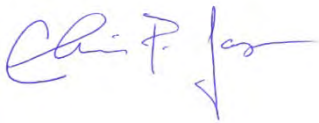
The communication plan for marketing and recruitment of this program will be implemented upon receipt of funding approval for the program from the Ministry of Colleges and Universities.

4.2 Appendix C

11. CONCLUSION:

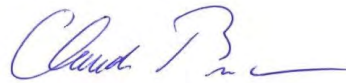
The Visual Development for Entertainment, Ontario College Graduate Certificate program proposal has been vetted in accordance with the policy and procedure on program approval detailed in Board Governance Policy, BGII-01 Programs of Instruction. It aligns with the College mission and strategic plan, addresses an economic and social need of the communities served by the College, responds to government directions and priorities, and complies with the Ministry of Colleges and Universities' Framework for Programs of Instruction.

Respectfully submitted:



Chris Janzen
Senior Vice President, Academic

Approved for submission:



Claude Brulé
President & CEO

4.2 Appendix D

Report title:	Revision to the Approved 2023-24 Schedule of Tuition Fees for Three Programs based on a Ministry Approved Fee Anomaly Adjustment – Time Sensitive to Action Adjustments
Report to:	Board of Governors
Date:	June 5, 2023
Author/Presenter:	Rodney Wilson, Chair, Academic & Student Affairs Committee Laura Stanbra, Vice President, Student Services Krista Pearson, Registrar

1. RECOMMENDATION:

THAT the Board of Governors approve of the proposed revision to the 2023-24 Tuition Fees for three programs based on tuition anomaly adjustments approved by the Ministry of Colleges and Universities on May 8, 2023.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to review the Proposed Revision to the 2023-24 Tuition Fees for three programs: Welding and Fabrication Techniques – One Year Ontario College Certificate, Aircraft Maintenance Technician – Two-year Ontario College Diploma, and Applied Museum Studies – Three Year Ontario College Advanced Diploma. This is in response to the Ministry of Colleges and Universities’ approval of adjustment expected for 2023-24 academic year implementation. This approval follows an invitation to Colleges and Universities to adjust atypical tuition fees, specifically program fees lower than system comparators. Please refer to Appendix A for the summary of changes based on the submission to the the Ministry of Colleges and Universities and Appendix B for the Ministry of Colleges and Universities letter of approval for effect in 2023-24.

3. BACKGROUND:

Each year, the Tuition and Fees Schedules for the upcoming academic year are presented to the Board of Governors. The 2023-24 Tuition and Fees Schedules apply to the academic year beginning September 1, 2023, and ending August 31, 2024, and were approved by the Board of Governors on December 5, 2022.

On February 21, 2023, the Ministry of Colleges and Universities invited Colleges and Universities to submit up to three programs for tuition fee reconsideration based on tuition fee anomalies, particular in comparison to the same or similar programs in the provincial system. Following this, Academic Operations and Planning reviewed the programs and system context to determine if any Algonquin College program would align with the Ministry

4.2 Appendix D

established criteria. As a result, three programs were identified and the proposed changes, with Ministry approval, are detailed in Appendix A.

As outlined in the Executive Summary Information including in the package prepared for the December 5, 2022, Board of Governors approval of the 2023-24 Schedule of Fees, the 2023-24 Minister’s Binding Policy Directive on Tuition and Ancillary Fees had not yet been released. In the package and the presentation to the Board of Governors, it was identified that should opportunities for an allowable increase in tuition emerge after approval, an amended recommendation would be made inclusive of that direction.

4. DISCUSSION:

This request to amend the tuition for programs Welding and Fabrication Techniques – One Year Ontario College Certificate, Aircraft Maintenance Technician – Two-year Ontario College Diploma, and Applied Museum Studies – Three Year Ontario College Advanced Diploma aligns with the College intention and Ministry approval. While this change has occurred just following the May 1 confirmation deadline, only estimated fees have been made available to applicants. Communications about fall payments is scheduled for release in June to align with the deposit due date on June 15. Approving this Ministry approved amendment ensures that applicants are provided with the necessary fee-related information to make informed decisions *prior to*: (1) the confirmation deposit date of June 15, 2023; (2) the opening of the Ontario Student Assistance Program (OSAP) application; and (2) the 2023-24 academic year starting September 1, 2023.

The proposed changes, aligned with the Ministry’s Tuition Anomaly review and approval to the maximum of 7.5% includes for the 2023-24 Academic Year (two terms of study):

Program	From	To	Difference
Welding and Fabrication Techniques	\$2,723	\$3,471	\$748
Aircraft Maintenance	\$3,384	\$3,948	\$564
Applied Museum Studies	\$2,723	\$3,223	\$500

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two	<input type="checkbox"/>	SUSTAINABLE Goal Five	<input checked="" type="checkbox"/>

4.2 Appendix D

Lead the college system in co-op and experiential learning.		Enhance Algonquin’s global impact and community social responsibility.	
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

Tuition fees support the overall health of college financial resources, which, in turn, contributes to the efficient delivery of programs and services for students. Every effort is made to scrutinize fees and maintain a balance of financial impact on students with the need to support program instruction. Student tuition fees contribute to the College’s ability to continue to provide quality education. This careful assessment was taken into consideration by Academic Operations and Planning, which contributed to the Ministry’s approval of the 2023-24 tuition fee adjustment.

The Ontario Student Assistance Program (OSAP) will support this Ministry approved tuition anomaly adjustment, mitigating any impact on student loans and grants. At present, two-thirds of funds received through OSAP are disbursed as non-repayable grants, reducing the study debt burden on students. Need-based bursaries are also available by way of application for students facing financial hardships. Approving this Ministry change prior to the OSAP application cycle open date would ensure accurate information to students prior to any financial commitments; the Fall OSAP application cycle is currently projected to open no earlier than May 16, 2023.

7. FINANCIAL IMPACT:

The draft 2023-24 Tuition and Fees Schedules are aligned with provincial practice and the College’s budgetary planning. Tuition and Ancillary Fees augment the General-Purpose Operating Grant from the province to support program delivery.

8. HUMAN RESOURCES IMPACT:

This 2023-24 Tuition Fee adjustment does not have an impact on human resources.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Tuition and Fees Schedules are prepared in compliance with the existing Government of Ontario’s Ministry of Colleges and Universities Tuition Fee Framework as articulated in the

4.2 Appendix D

Tuition and Ancillary Fees Minister's Binding Policy Directive, and the Tuition and Ancillary Fees Reporting Operating Procedure.

10. COMMUNICATIONS:

Tuition and Fees Schedules give new students the fee information for the 2023-24 admissions cycle and before the confirmation deposit deadline of June 15, 2023, aligned with Ministry policy. Moreover, approving this adjustment by May 16, 2023, will ensure that Ontario Student Assistance Program (OSAP) cost codes are updated prior to the expected Fall OSAP application cycle opening.

Fee information is communicated to students through the Algonquin College web-based Student Portal (ACSIS) and the Algonquin College website. The Registrar's Office also uses personalized and targeted communications through digital signage, social media, and email to advise students of important fee information. The Tuition Fee Estimator on the Algonquin College website eases the ability for students to see all fees for financial and other planning pertaining to the program of study. In anticipation of Ministry notification of this adjustment, the Registrar's Office has been thoughtful in providing estimated fees for three programs submitted for adjustment.

This change will be communicated via an updated Tuition Fee Estimator, Student Portal fee information in June 2023, updated cost codes for the Ontario Student Assistance Program, and through updated Confirmation letters to international applicants, who have only received letters with estimated fees to-date.

11. CONCLUSION:

The proposed revision to the Approval 2023-24 Tuition Fees was established in compliance with Ministry policy and direction.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Approved for submission:



Claude Brulé
President and CEO

Enrolment Update (as at May 12, 2023)

Academic and Student Affairs Committee

May 16, 2023

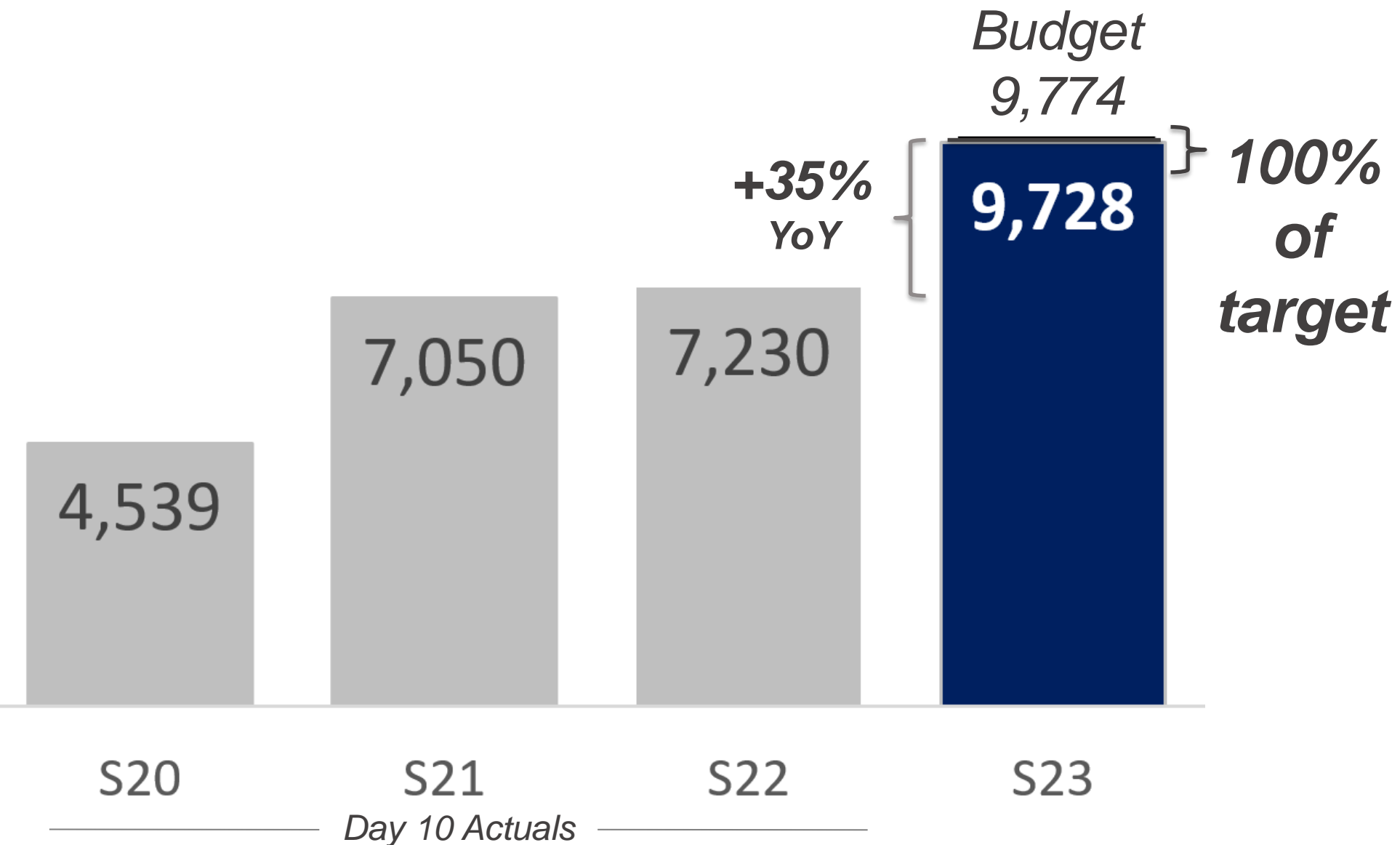
Academic Operations and Planning

And the Registrar's Office

Spring 2023 Enrolment

(all campuses as at May 12)

- Record level enrolment for a Spring term



Domestic (5,189 registered)

- On par year-over-year however estimating below Budget by 800 students / (14%)

International (on campus 3,914)

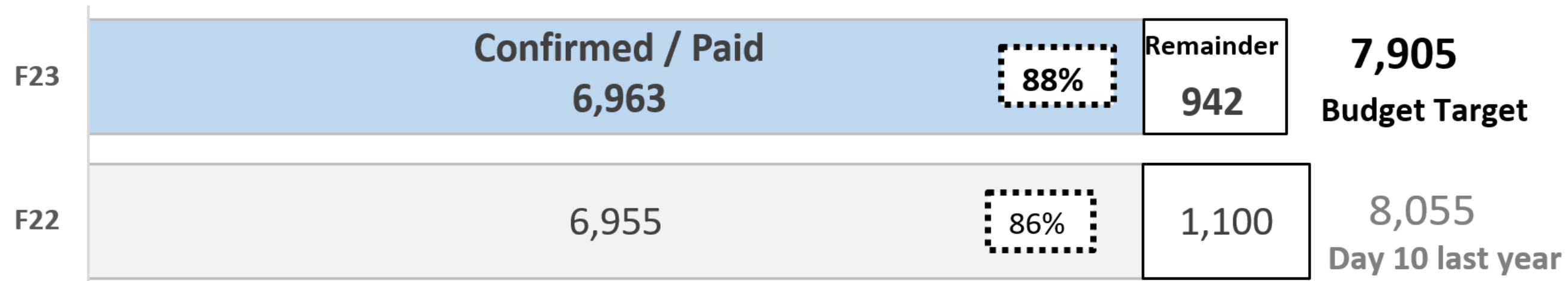
- Year-over-year increase of nearly 1,800 students / +85%
- Ahead of Budget by 549 students / +16%
- Highest level of enrolment in College history

International (CDI 625 registered)

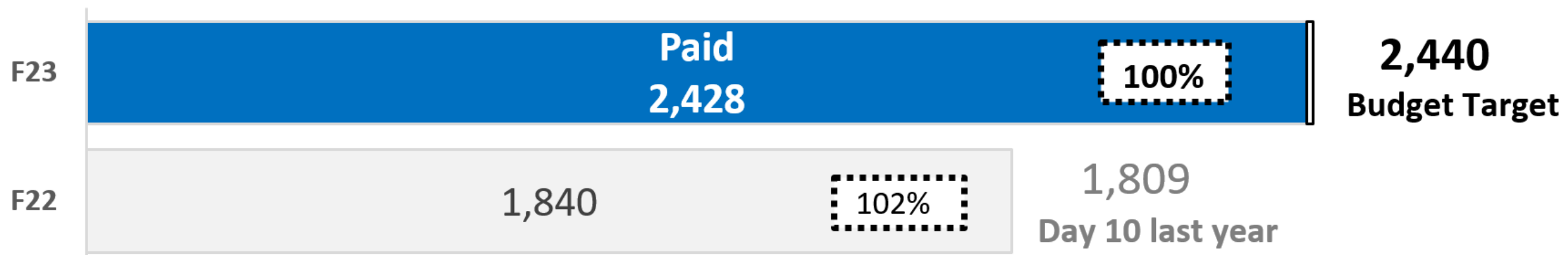
- 16% above Budget (+87 students)

Fall 2023 Admissions (as at May 12, 2023)

Domestic



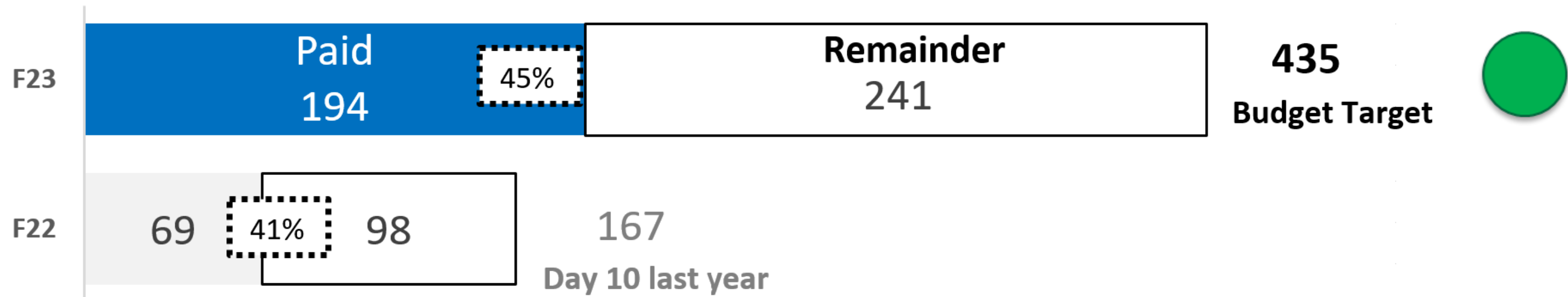
Int'l (excluding CDI)



Note: Admissions report is for Level 01 entering students only

Fall 2023 Admissions (as at May 12, 2023)

Int'l - CDI



Note: Admissions report is for Level 01 entering students only

Sexual Violence Prevention Working Group

2022-2023

**Sexual
Assault/Sexual
Violence Prevention
Annual Report**

Introduction

In March 2015, the province of Ontario launched an action plan to stop sexual violence and harassment against women across the province. Sexual violence is defined as “any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent. It includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, and sexual exploitation” (Ministry of Colleges and Universities Sexual Violence and Harassment Action Plan Act – Supporting Survivors and Challenging Sexual Violence and Harassment, 2016, S.O. 2016, c. 2 – Bill 132). As part of this plan, all Ontario Colleges collaborated in the development of a common Sexual Assault / Sexual Violence Policy – SA16 at Algonquin College.

The Ministry of Colleges and Universities Act outlines the Board Report requirement:

Information Required for Minister

Every college or university described in subsection (2) shall collect from its students and other persons, and provide to the Minister, such data and other information relating to the following as may be requested by the Minister, in the manner and form directed by the Minister:

1. The number of times supports, services, and accommodations relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about the supports, services, and accommodations.
2. Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.
3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
4. The implementation and effectiveness of the policy.

Annual Report to the Board of Governors

(7.1) Every college or university described in subsection (2) shall provide its Board of Governors with an annual report setting out, in respect of the preceding year, the information described in paragraphs 1, 2, 3, and 4 of subsection (7).

<https://www.ontario.ca/laws/statute/90m19>

1. The number of times supports, services, and accommodations relating to sexual violence are requested and obtained by students enrolled at the college, and information about the supports, services, and accommodations

	2018-19	2019-20	2020-21	2021-22*	2022-23
Total number of students who presented at Counselling/Health Services seeking support, services, or accommodations, due to sexual violence, sexual exploitation, and/or stalking	23	27	11	20	12
Total number of students requesting accommodations	8	6	0	2	0

*This is the first year that sexual violence data was split between instances that occurred in this reporting period, or previously.

It is worth noting that 9 (75%) of the 12 disclosures to Counselling Services related to off-campus incidents, compared to 12 (60%) last year, and 2 (17%) of the 12 disclosures were from outside this reporting period, compared to 6 (30%) last year.

As students returned to campus post pandemic in the Fall 2023 semester, there was an opportunity for sexual violence programming to continue to ramp up with a view to reaching as many students as possible with messaging about consent, healthy relationships, and supports that are available for survivors of sexual violence.

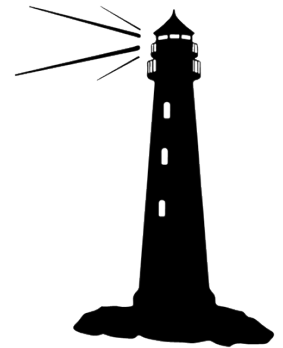
Supports and services accessed by students on campus included Counselling Services, Health Services, the Wellness and Equity Centre, Security Services, and several off-campus partners, including:

- Ottawa Rape Crisis Centre
- Sexual Assault Support Centre of Ottawa
- Sexual Assault and Partner Abuse Program (available 24/7)
- The Ottawa Hospital-Civic Campus
- Renfrew Victoria Hospital
- Lanark County Sexual Assault and Domestic Violence Program
- Ontario Provincial Police (OPP) and Ottawa Police Services (OPS)

2. Initiatives and programs established by the college to promote awareness of the supports and services available to students

Sexual Violence Prevention Efforts

In January 2017, Algonquin College hired an expert in sexual health and sexual violence prevention as a ‘Sexual Violence Prevention and Harm Reduction Manager’. Since January 2017, this individual has been responsible for leading a wide range of activities, campaigns, and events on all three of Algonquin’s campuses through Project Lighthouse. Project Lighthouse is Algonquin College’s sexual violence prevention project, aiming to shine a light on sexual violence and promote healthy relationships.



Activities offered by Project Lighthouse in this reporting period have included:

- Providing leadership to student employees and placement students.
- Liaising with institutional leads at colleges and universities across the province, sharing best practice information, ideas, and expertise; and
- Developing new materials for students and employees, including booklets, swag, podcasts, and videos.

Programming – Online and Face to Face

	2020-2021	2021-22	2022-23
Number of sessions facilitated by Project Lighthouse during the reporting period	104	102	209
Number of events	55	45	130
Number of training sessions	7	20	4
Number of Facebook/Instagram Live events	38	40	11
Number of classroom presentations	2	8	11
Number of groups run	N/A	40	53
Number of students participating in outreach efforts	55,694	12,602	14,141
Advertising campaigns providing sexual violence prevention resources in high-risk areas	N/A	258,332	203,321
Audience members listening to radio appearances on sexual violence prevention initiatives	N/A	20,000 *	10,000*
Number of students accessing peer support through trained peer support students	N/A	14	616

*These are estimated numbers, based on typical listening numbers for the radio show.

During the reporting period, employees and students returned to the campus in significant numbers, allowing many programming related activities to be delivered face to face which while reducing overall numbers engaged has allowed students to be served in their preferred delivery mode – face to face. One key addition in the reporting period are peer-to-peer student employees that have been trained to support fellow students and run events and programming, extending the services available to students.

Activities Included

Targeted ad campaigns

Algonquin College participated in a social media campaign called 'Just Got Weird' with students online through geo-fencing at all 4 post-secondary campuses in Ottawa. This allowed the project to reach hundreds of thousands of people that interacted with the messaging. The Sexual Violence Prevention and Harm Reduction Manager appeared in a radio appearance on XM satellite radio talking about Sexual violence prevention and healthy sexuality.

Health and Wellness Zone

Upon returning to campus, Algonquin created a new dedicated space branded as *The Health and Wellness Zone*. This was created as a drop-in space for students to hang out, get information about health and wellness issues, interact with peers, and attend groups and events. This space was utilized throughout the year to facilitate all of the peer support sessions, as well as the majority of groups and activities.

Peer-to-Peer Support

This year, Algonquin's sexual violence awareness initiative, Project Lighthouse, was able to continue peer support through a peer-to-peer drop-in space for students to speak to fellow students who can offer support and connect students with useful resources, branded as "The Beacon". Students can chat with a trained Algonquin College student peer about mental health, sexual health, sexual violence, and substance use. Support is offered in one-on-one or drop-in service, and is non-judgmental, confidential, and is an accessible virtual space.

Maximizing Internal Partnerships

The College sought opportunities to maximize existing internal partnerships with the Students Association, the Residence, the Mamidosewin Centre, Counselling Services, Health Services, and the International Education Centre. This was achieved by coordinating each semester's programming through the Mental Health Steering Committee, and The Sexual Violence Prevention Taskforce, and delivering programming in collaboration with these College partners.

Participation in Orientation Activities

Project Lighthouse participated in a series of incoming student orientation activities, including "AC Day 1" activities, Campus Village events, and the "Get to Know the College Services" events.

Honoring and Action Events

Project Lighthouse lead and coordinated the College's "December 6th Day of Remembrance and Action on Violence Against Women" event. Open and honest conversations about sexual health and consent occurred during the weekly "Spill the Tea", a chatting group, "Glitter and Gab" sessions in which participants used crafting materials to facilitate discussions, and "Snack Chat" where we used food to facilitate discussions. We were fortunate enough to return to campus in September to facilitate these groups as well as our larger "Sexual health" and "Everything You Want To Know About Sex" event days to have discussions on healthy sexuality, consent, and support for survivors of sexual violence.

Residence – Ottawa Campus

During the reporting period, all Project Lighthouse events and programming have been available to all students on each campus and in residence.

Residence-specific events have included “Banging Brunch”, “Hot Drinks and Hot Topics”, “Sexual Health Awareness”, “Jeopardy”, and several “Glitter and Gab” craft-making sessions.

Residence campaigns and events were scheduled to coincide with high-risk periods of the year like Valentine’s Day, Canada Day, St Patrick’s Day, Halloween, Christmas, and New Year’s Day.

Campus Safety Fund

Algonquin College has received funding through the Campus Safety Fund for over 14 years. These funds can be used for programming, resources, equipment, events, and employee salaries. During this reporting period, Algonquin College received \$155,569 from the provincial Campus Safety Fund. These funds to date have been allocated as follows:

- \$11,713 – for multiple events, promotions, prizes, supplies, and guest speakers.
- \$5,505 – for contract services, for events, group facilitation, etc.
- \$745 - to Security Services for an enhanced security emergency broadcast system, Campus Safety app.
- \$133,554 - in staff salaries for the Sexual Violence Prevention and Harm Reduction Coordinator and the Student peer staff.
- \$4,797 on miscellaneous costs.

3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints

Data collected between April 1, 2022, and March 31, 2023, by Counselling Services and Security Services at all three Algonquin College campuses indicated the following:

	2018-19	2019-20	2020-21	2021-22*	2022-23
Total number of formal complaints/reports of sexual assault reported	25	34	25	30	45
Incidents of sexual harassment reported within the total number reported	16	17	14	18	19
Incidents of stalking reported within the total number reported	2	2	2	0	1
Incidents of indecent exposure reported within the total number reported	1	1	1	3	2
Incidents of voyeurism reported within the total number reported	1	2	1	0	1
Incidents of sexual exploitation reported within the total number reported	0	1	0	1	0

*This is the first year that sexual violence data was split between instances that occurred in this reporting period, or previously.

The data for 2022-23 paints a mixed picture, with reports of sexual assault, stalking, and voyeurism higher than in the previous reporting period, and sexual exploitation is lower, while sexual harassment remains the same as during the previous reporting period. The return to campus and residence by students who have been isolated during the pandemic and are not as socially or emotionally prepared for post-secondary life may be a factor in the rise in reported cases in this Report.

The 40% drop in disclosures to Counselling Services reported earlier in this report contrasts with a rise in disclosures to Security Services, where disclosures increased by 18% (from 28 in 2021-22 to 33 in 2022-23). Of the 33 disclosures to Security Services, 11 (33%) disclosures related to off-campus incidents compared to 14 (47%) last year, and 3 (9%) of the 33 disclosures were related to incidents that occurred outside of this reporting period, compared to 6 (20%) last year.

While any rise in sexual violence is always deeply concerning, the fact that students feel comfortable in reporting incidences of sexual violence is positive. It is crucially important that Algonquin's services are creating an environment where students feel safe disclosing not only current but historical incidents or incidents that are not related to Algonquin – which is a good thing because support can then be offered to these students.

It is worth noting that students can present both to Security Services and to Counselling Services for support and assistance, but not all students who report incidents to Security Services elect to attend Counselling Services or vice versa. This explains the difference in the number of incidents reported to Security Services and Counselling Services.

Incidents reported by students to College services are typically a mixture of new incidents and historical incidents. Irrespective of when an incident occurred, supports are offered to the students in question.

Students seeking support were assisted through the College's Security Services, Health Services, and Counselling Services, and where appropriate, by community partners in Ottawa, Perth, and Pembroke.

4. *The implementation and effectiveness of the policy*

Sexual Assault/Sexual Violence Policy

The Sexual Assault/Sexual Violence Policy SA16 was originally approved by the Algonquin College Executive Team (ACET) on April 25, 2015. The Academic and Student Affairs Committee was informed of the (then) new policy via a detailed transmittal, prior to approval, at the committee meeting of March 26, 2015.

This policy was developed as part of a directive issued by the Provincial Government. Efforts to establish a policy were coordinated by Colleges Ontario in 2015, to ensure a consistent approach to sexual assault/sexual violence across all Ontario Colleges.

A provincial announcement on September 16, 2021, outlined regulatory amendments in an effort to create a safer environment for all students attending publicly assisted colleges and universities, as well as private career colleges. The changes require institutions to update their sexual violence and harassment policies to protect students from irrelevant questions during sexual violence investigations at institutions and ensure that they may safely bring forward complaints without fear of disciplinary action. Algonquin College reviewed its sexual violence prevention policies and amend them, with approval from the Board of Governors, by March 1, 2022.

In December 2022, Jill Dunlop, the Minister of Colleges and Universities announced the passage of the Strengthening Postsecondary Institutions and Students Act, 2022 which outlined a number of new legislative requirements and recommendations, as follows;

Legislative Requirements:

- Strengthen the tools available to institutions to address instances of faculty or staff sexual misconduct toward students. Specifically, sexual misconduct toward a student will be deemed to be just cause for dismissal and an institution will be prevented from rehiring an employee found to have committed sexual misconduct toward a student.
- Prevent the use of non-disclosure agreements in situations where a student brings forward an allegation of sexual misconduct by an employee unless the non-disclosure agreement is requested by the student.
- Require institutions to have employee sexual misconduct policies that, at a minimum, include the institution's rules with respect to sexual behavior involving employees and students of the institution and examples of disciplinary measures that may be imposed on employees who contravene the policy.

Ministry Recommendations:

- Institutions make plans to implement mandatory training for employees on these new legislative provisions and institutional policies to help prevent sexual misconduct.
- Institutions make plans to implement mandatory training for students on these new legislative provisions and institutional policies to help prevent sexual misconduct.
- Develop a mandatory course for all employees around consent education and prevention of sexual misconduct.
- Develop a mandatory course for all students around consent education and the prevention of sexual misconduct.

The Sexual Violence Prevention Working Group is actively working to meet the legislative requirements by the deadline of July 1st, 2023, and is exploring the feasibility of implementing the Ministry recommendations by the Fall 2023 semester.

Sexual Violence Working Group

The Sexual Violence Prevention Working Group met three times during this reporting period to review the effectiveness of programs, support services, training delivery, and overall awareness with regard to sexual assault and sexual violence prevention. A sub-group met twice to review the implications of the ministry's December 8, 2022 memo to all post-secondary institutions. A number of new attendees were added to this Working Group – see Appendix B for the full listing of attendees.

The Sexual Violence Prevention Manager participated in the Sexual Violence Working Group, the Mental Health Steering Committee, Crime Prevention Ottawa's Gender-Based Reference Group, and the Ottawa Coalition to End Violence Against Women's Public Education Advisory Committee. The Manager also served as Co-Chair of the CACUSS Sexual Violence Prevention and Response Community of Practice and as the Chair of the Ontario Colleges' Network of Sexual Violence Prevention and Response staff.

Sexual Violence Prevention Training

In the Spring of 2019, Algonquin College's Human Resources department developed an online training tool on the topic of the SA16 - Sexual Violence/Sexual Assault policy that was added to the College's professional development website – learn more at <https://www.algonquincollege.com/pd/>.

Work on updating this training was completed in partnership with Human Resources during this reporting period. All front-line student-facing employees were mandated to take the training, and all new employees are instructed to complete the training as part of their induction. As of March 31, 2023, 673 new employees have completed the online training module, compared to 517 in the previous reporting period. To ensure all new employees are aware of this policy, the following steps have been put in place:

- New employees are directed to take this mandated online training in Algonquin's human resource management system "Workday", and are prompted to indicate in Workday when it is completed.
- The onboarding dashboard in Workday has a link to register for this mandated online training as well as a checklist for new employees that includes the training.
- New employees attending College orientation are reminded of their obligation to complete this mandatory online training.
- Departmental orientations are to include a reminder for all new employees to complete this mandatory online training.

Conclusion

With the return to on-campus activities and a full Residence, there has been a significant jump in disclosures to Security Services and Counselling Services in this reporting period. This may be the result of a return to pre-pandemic levels with the additional factor of student preparedness for social interactions, appropriate relationship-related behaviors, and developmental immaturity and inexperience driving up incidences and disclosures. Many Algonquins students were significantly impacted by online schooling during the pandemic, leaving them unprepared to navigate relationships, academics, and self-

regulation. This is consistent with anecdotal feedback around conflicts in the Residence, in classrooms, and Student Conduct submissions.

Project Lighthouse and the Beacon peer-to-peer project are well-positioned to educate students on consent, relationship norms, and healthy sexual relationships. Security Services' recent addition of a new sexual violence/sexual assault lead investigator ensures the College is well-positioned to support survivors moving forward.

Mandate of the Sexual Violence Prevention Working Group (as of October 21, 2019)
(Ministry Mandated Task Force)

As stated during the Ministry's March 19, 2019 announcement, each institution is required to create a task force by September 30, 2019.

The task force will be responsible for:

- Assessing the sufficiency of Algonquin College's sexual violence policy;
- Assessing the effectiveness of the current programs and services to combat sexual violence on campus;
- Providing recommendation on the additional steps that Algonquin College may take to ensure a safe environment for all.

The task force should represent the diversity of Algonquin College's student population, as well as faculty and administration.

Each task force must submit their independent report to their respective Board of Governors by June 1 of each year.

- Annual Report to the Board – Pursuant to subsection 17 (7.1) of the Ministry of Training, Colleges and Universities Act, Algonquin College is required to provide an annual report to its Board of Governors. For the 2018-19 academic year, the Minister requires that a copy of the report be provided on or before December 31, 2019. Beginning in 2020, the Minister will require Algonquin College to provide a copy of that report on or before June 1st. For transparency purposes, the ministry asks that Algonquin College makes the report to the Board publicly available, and share the report with the ministry.

The Ministry Act that outlines the Board Report requirement:

Information Required for Minister

Every college or university described in subsection (2) shall collect from its students and other persons, and provide to the Minister, such data and other information relating to the following as may be requested by the Minister, in the manner and form directed by the Minister:

1. The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about the supports, services and accommodation.
2. Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.
3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
4. The implementation and effectiveness of the policy.

Annual Report to Board of Governors

(7.1) Every college or university described in subsection (2) shall provide its board of governors with an annual report setting out, in respect of the preceding year, the information described in paragraphs 1, 2, 3 and 4 of subsection (7).

The rights and privacy of individuals is of utmost concern. The task force should not act as an investigative or adjudicative body responsible for receiving or investigating complaints or incidents of sexual violence.

Sexual Violence Prevention Working Group Membership

As of March 31, 2023

Area	Title	Employee name
Communications	Manager, Communications	Bruce Hickey
Faculty	Full-Time Professor	Robert Chabassol
Faculty	Full-Time Professor	Heidi Upson Ferris
Human Resources	Manager, COL	Rebecca Volk
International Operations	Manager, International Student Integration	Niamh OShea
Office of the Ombudsman	Assistant Ombudsman	Barbara Carswell
Office of the Ombudsman	Ombudsman	George Cole
Residence Life	Community Standards Coordinator	Dana Deline
Risk Management	Director of Risk Management	Michael Laviolette
Risk Management	Manager, Risk Management	Jason Condon
Security Services	Coordinator, Security Investigations	Michel Houle
Security Services	Sexual Assault & Sexual Violence Investigator	Johanne Marelic
Students' Association	President of the Students' Association	Danielle Larente

Students' Association	Director on the Students' Association Board	Marwa Alibakhiet
Students' Association	Director on the Students' Association Board	Bhavya Taneja
Student Services	Vice President Student Services (Chair)	Laura Stanbra
Student Services	Director, Student Support Services	Ben Bridgstock
Student Services	Manager, Counselling & Spiritual Centre	Doug Stringer
Student Services	Manger, Mamidosewin Centre	Eric Johnston
Student Services	Sexual Violence Prevention & Harm Reduction Coordinator	Sarah Crawford
Student Services	Mental Health Nurse	Fiona Weber

Fourth Quarter 2022-2023 Investment Reports

College Endowment Fund - Page 2
College Operating Fund - Page 9

Period ended March 31, 2023

Fourth Quarter 2022-2023 College Endowment Funds Investment Report

Period ended March 31, 2023



Endowment Fund Balance

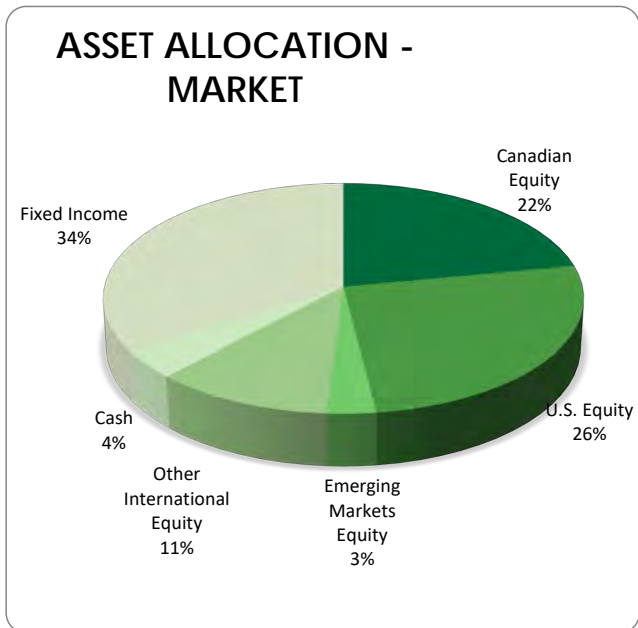
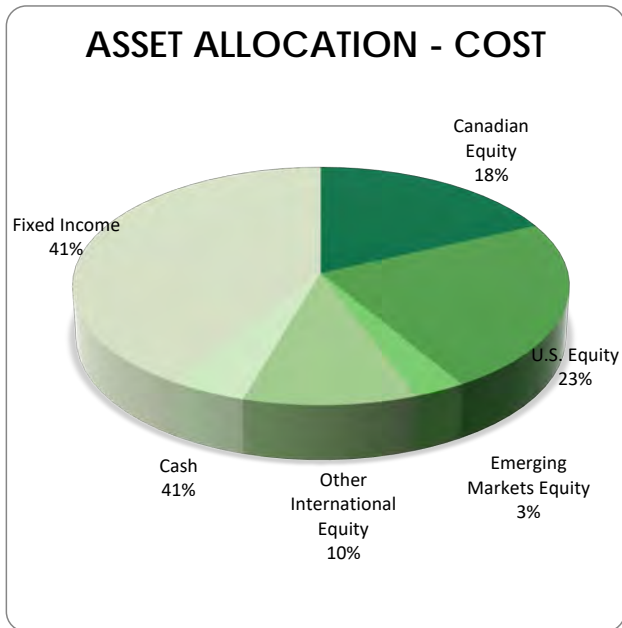
	Book Value	Market*
Fund Balance March 31, 2022	\$ 32,363,195	\$ 35,308,631
Deposits	369,459	369,459
Net Share Donations Proceeds	10,666	10,666
Withdrawals	(1,075,086)	(1,075,086)
Accrued income from Buys/Sells	-	2,174
Investment Fees	(168,179)	(168,179)
Investment Income (Loss)	1,057,108	1,057,108
Unrealized Gain/Loss	-	(1,506,278)
Realized Gain/Loss	756,868	756,868
Fund Balance March 31, 2023	\$ 33,314,030	\$ 34,755,362

* excludes accrued interest

Fourth Quarter 2022-2023 College Endowment Funds Investment Report

Asset Allocation-Endowment

Endowment Fund Balance - Breakdown March 31, 2023	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range
Cash	\$ 1,502,339	5%	\$ 1,526,882	4%	3%	0-20%
Fixed Income	\$ 13,588,675	41%	\$ 11,788,836	34%	35%	25-45%
Canadian Equity	\$ 6,026,716	18%	\$ 7,704,771	22%	22%	12-32%
US Equity	\$ 7,765,248	23%	\$ 8,863,715	26%		
Emerging Markets Equity	\$ 1,005,404	3%	\$ 995,245	3%		
Other International Equity	\$ 3,425,648	10%	\$ 3,875,913	11%		
Total Global Equity	\$ 12,196,300	37%	\$ 13,734,873	40%	40%	30-50%
Total	\$ 33,314,030	100%	\$ 34,755,362	100%	100%	100%



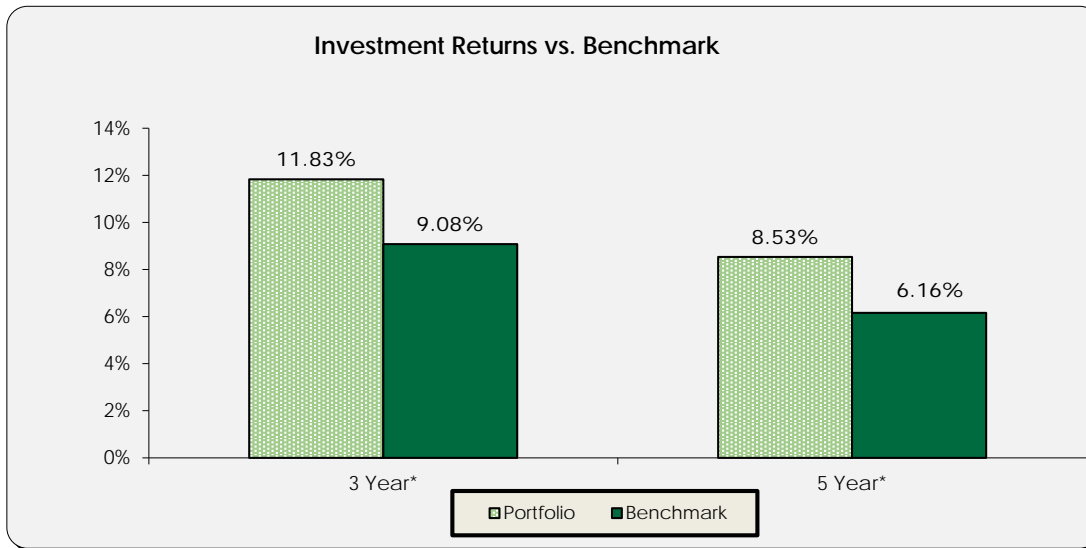
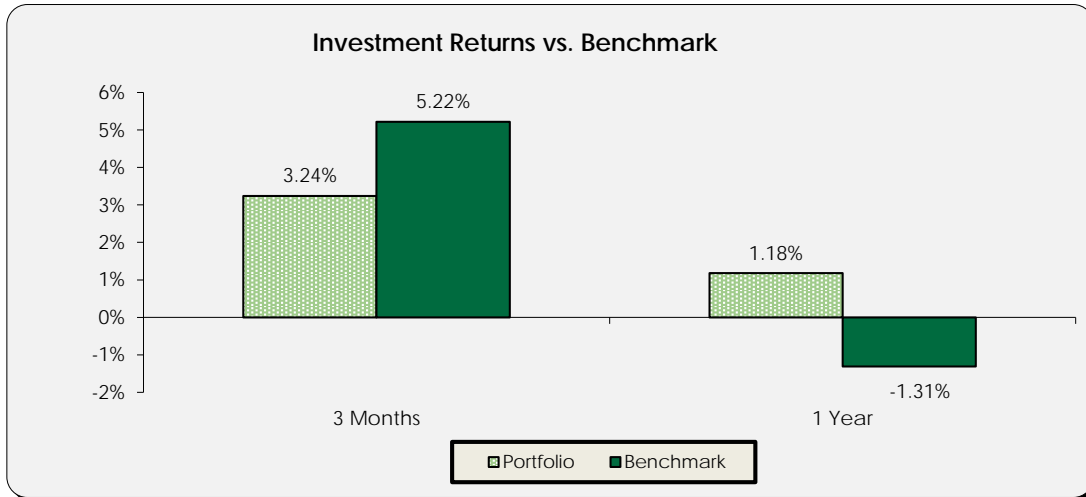
Fourth Quarter 2022-2023 College Endowment Funds Investment Report

Performance Review - Endowment

	Cash & Equivalents**	FTSE TMX 30-day T-bill	Relative Performance	Fixed Income	FTSE TMX Universe	Relative Performance	Canadian Equity	TSX Composite	Relative Performance	Global Equity	MSCI World (ex-Cda)	Relative Performance	Portfolio Totals	Benchmark Totals	Relative Performance
Fiscal 2013				5.17%	4.54%	0.63%	12.06%	6.12%	5.94%	14.48%	15.02%	-0.54%	10.69%	9.50%	1.19%
Fiscal 2014				0.55%	0.84%	-0.29%	19.74%	15.91%	3.83%	37.95%	31.40%	6.55%	16.82%	17.30%	-0.48%
Fiscal 2015				7.36%	9.86%	-2.50%	21.22%	6.92%	14.30%	34.60%	23.49%	11.11%	20.84%	15.01%	5.83%
Fiscal 2016				0.87%	0.72%	0.15%	3.06%	-6.58%	9.64%	-12.86%	-0.42%	-12.44%	-5.27%	-1.12%	-4.15%
Fiscal 2017	0.40%	0.54%	-0.14%	0.98%	1.48%	-0.50%	9.99%	18.60%	-8.61%	15.46%	18.34%	-2.88%	8.76%	11.78%	-3.02%
Fiscal 2018	0.20%	0.75%	-0.55%	1.68%	1.41%	0.27%	0.13%	1.69%	-1.56%	10.49%	10.12%	0.37%	6.51% *	4.93%	1.58%
Fiscal 2019	3.13%	1.77%	1.36%	5.66%	4.99%	0.67%	4.36%	8.10%	-3.74%	10.12%	7.82%	2.30%	7.30%	6.98%	0.32%
Fiscal 2020	1.81%	2.17%	-0.36%	7.37%	4.39%	2.98%	-8.46%	-14.22%	5.76%	1.67%	-4.16%	5.83%	0.45%	-2.93%	3.38%
Fiscal 2021	0.28%	0.27%	0.01%	0.32%	1.83%	-1.50%	35.37%	39.14%	-3.76%	53.75%	32.91%	20.84%	30.33%	23.69%	5.39%
Fiscal 2022	1.10%	0.28%	0.82%	-3.62%	-4.35%	0.73%	20.74%	19.00%	1.74%	5.68%	9.57%	-3.89%	6.07%	6.46%	-0.40%
Q1 2023	0.45%	0.15%	0.30%	-5.71%	-5.66%	-0.05%	-10.69%	-13.19%	2.50%	-9.65%	-13.74%	4.09%	-8.27%	-10.42%	2.15%
Q2 2023	1.35%	0.52%	0.83%	0.92%	0.52%	0.40%	-0.04%	-1.41%	1.37%	0.18%	0.85%	-0.67%	0.43%	0.26%	0.17%
Q3 2023	0.83%	1.00%	-0.17%	0.44%	0.10%	0.34%	5.22%	5.96%	-0.75%	12.49%	7.59%	4.90%	6.38%	4.43%	1.95%
Q4 2023	1.30%	1.12%	0.18%	3.53%	3.22%	0.31%	4.88%	4.55%	0.33%	2.12%	7.62%	-5.50%	3.24%	5.22%	-1.98%
Annual Return	3.99%	2.81%	1.18%	-1.05%	-2.02%	0.97%	-1.48%	-5.18%	3.70%	3.98%	0.73%	3.25%	1.18%	-1.31%	2.49%
11 year compounded				2.24%	2.09%	0.15%	9.95%	7.24%	2.71%	14.58%	12.55%	2.03%	9.02%	7.92%	1.10%

Fourth Quarter 2022-2023 College Endowment Funds Investment Report

Performance Review-Endowment

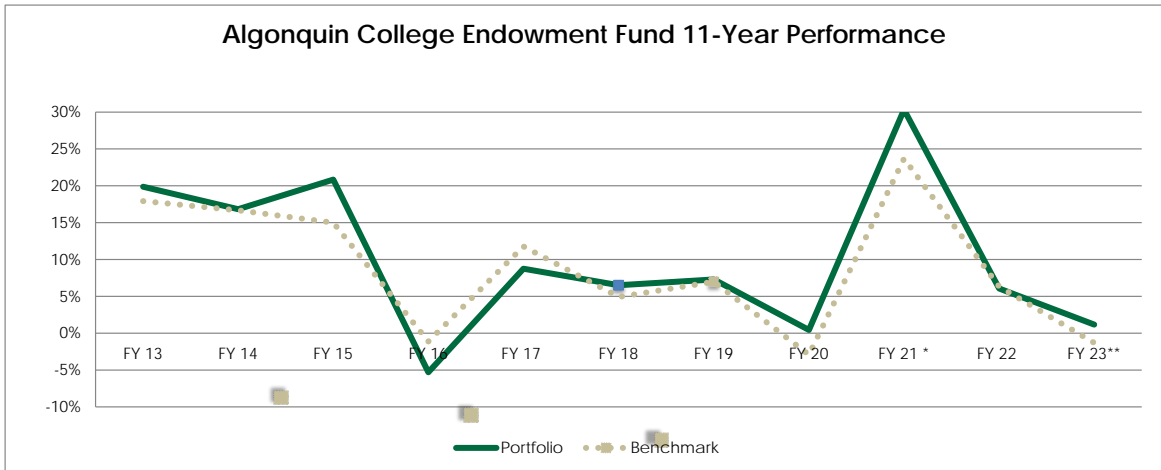


Endowment Fund - Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	3.24%	1.18%	11.83%	8.53%
Benchmark	5.22%	-1.31%	9.08%	6.16%

* Compounded Annual Return

Fourth Quarter 2022-2023 College Endowment Funds Investment Report



Sharpe Ratio

Sharpe Ratio			
Endowment Funds Equity Portfolio vs Benchmark			
Period Ending	1 Year Equity Portfolio Sharpe Ratio	1 Year Equity Benchmark Sharpe Ratio	Relative Performance
30-Sep-17	5.98	5.82	0.16
31-Dec-17	4.78	5.66	-0.88
31-Mar-18	2.56	2.24	0.32
30-Jun-18	5.25	6.05	-0.80
30-Sep-18	7.82	5.55	2.27
31-Dec-18	-0.85	-1.01	0.16
31-Mar-19	1.65	0.98	0.67
30-Jun-19	0.76	0.98	-0.22
30-Sep-19	0.00	0.48	-0.48
31-Dec-19	8.27	5.71	2.56
31-Mar-20	-0.62	-0.98	0.36
30-Jun-20	1.78	1.09	0.70
30-Sep-20	3.24	1.72	1.52
30-Dec-20	1.17	0.56	0.61
31-Mar-21	11.56	5.35	6.21
30-Jun-21	10.41	5.68	4.73
30-Sep-21	7.88	6.24	1.64
31-Dec-21	5.30	3.98	1.32
31-Mar-22	1.86	1.38	0.48
30-Jun-22	-1.31	-1.45	0.14
30-Sep-22	-1.37	-1.61	0.24
31-Dec-22	-0.98	-1.85	0.87
31-Mar-23	-0.24	-0.55	0.31

The Sharpe Ratio is the average return earned in excess of the risk-free rate per unit of volatility or total risk.
 ** FY 2023 Q1 & Q2 & Q3 & Q4

Schedule of Cumulative Realized Investment Income/(Loss) Available for Distribution

	2017	2018	2019	2020	2021	2022	2023
Amount available for future distribution, beginning of year	\$ 2,699,434	\$ 3,543,474	\$ 4,213,486	\$ 3,755,820	\$ 3,587,707	\$ 8,862,764	\$ 10,100,422
Realized investment income/(loss)	1,830,019.24	1,703,516.62	622,075.96	1,792,397.70	6,433,494.25	2,479,530.30	1,813,975.50
Investment fees	\$ (87,257)	\$ (100,539)	\$ (97,112)	\$ (126,534)	\$ (121,872)	\$ (188,850)	\$ (168,179)
Amount Withdrawn	\$ (898,722)	\$ (932,966)	\$ (982,630)	\$ (1,833,977)	\$ (1,036,565)	\$ (1,053,022)	\$ (1,075,086)
Amount available for future distribution, end of year	\$ 3,543,474	\$ 4,213,486	\$ 3,755,820	\$ 3,587,707	\$ 8,862,764	\$ 10,100,422	\$ 10,671,133

Schedule of Unrealized Investment Income/ (Loss)

	2017	2018	2019	2020	2021	2022	2023
Unrealized income/(loss)	\$ 168,461	\$ (136,038)	\$ 1,255,147	\$ (1,583,331)	\$ 1,587,698	\$ (433,304)	\$ (1,504,104)

Fund Balance as per Leith Wheeler

	2017	2018	2019	2020	2021	2022	2023
Cash	6%	9%	13%	7%	5%	3%	4%
Fixed Income	27%	29%	29%	33%	31%	31%	34%
Canadian Equity	23%	17%	15%	17%	25%	25%	22%
Global Equity*	44%	45%	43%	43%	39%	41%	40%
Total	100%	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	2017	2018	2019	2020	2021	2022	2023
Cash	\$ 1,511,625	\$ 2,240,828	\$ 3,594,267	\$ 1,780,221	\$ 1,689,732	\$ 1,124,556	\$ 1,526,882
Fixed Income	\$ 6,521,153	\$ 7,458,927	\$ 7,941,402	\$ 8,851,991	\$ 10,488,101	\$ 10,809,393	\$ 11,788,836
Canadian Equity	\$ 5,681,573	\$ 4,453,579	\$ 3,957,871	\$ 4,428,934	\$ 8,608,693	\$ 8,722,772	\$ 7,704,771
Global Equity*	\$ 10,644,332	\$ 11,366,416	\$ 11,561,129	\$ 11,535,128	\$ 13,345,504	\$ 14,651,910	\$ 13,734,873
Total	\$ 24,358,683	\$ 25,519,750	\$ 27,054,668	\$ 26,596,274	\$ 34,132,030	\$ 35,308,631	\$ 34,755,362

* combined U.S., international, and emerging markets

Fourth Quarter 2022-2023 College Operating Funds Investment Report

Period ended March 31, 2023

Operating Fund Balance

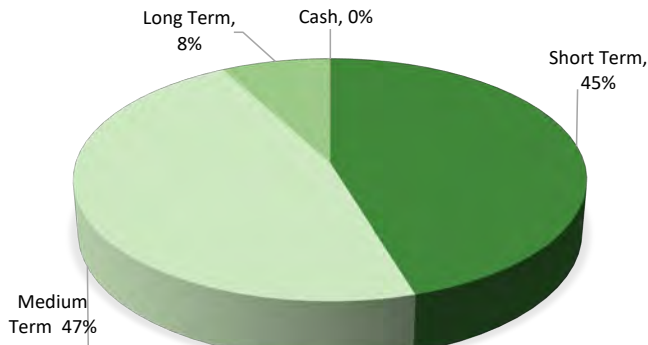
	Book Value	Market**
Fund Balance March 31, 2022	\$ 63,081,868	\$ 62,261,745
Deposits	-	-
Withdrawals	-	-
Accrued Interest from Buys/Sells	321,876	321,876
Investment Fees	(73,552)	(73,552)
Investment Income (Loss)	-	1,230
Interest Received	1,167,887	1,167,887
Unrealized Gain/Loss	-	243,819
Realized Gain/Loss	(728,755)	(728,755)
Market Value Gain/Loss		
Fund Balance March 31, 2023	\$ 63,769,324	\$ 63,194,250

** includes accrued interest

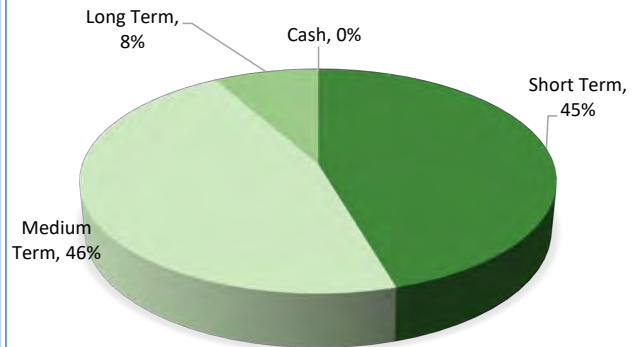
Asset Allocation-Operating

Fund Balance March 31, 2023	Cost	% of Cost	Market & Accrued Interest	% of Market & Accrued Interest	Target	Min/Max
Cash	\$ 14,326 *	0%	\$ 14,326 *	0%	0%	n/a
Short Term (0 - 1 year)	28,884,442	45%	28,705,934	45%	50%	40% - 100%
Medium Term (1 - 5 years)	29,878,310	47%	29,274,150	46%	45%	0% - 50%
Long Term (5 - 10 years)	4,992,246	8%	5,199,840	8%	5%	0% - 10%
Total Portfolio	\$ 63,769,324	100%	\$ 63,194,250	100%	100%	

ASSET ALLOCATION - COST



ASSET ALLOCATION - MARKET & ACCRUED INTEREST

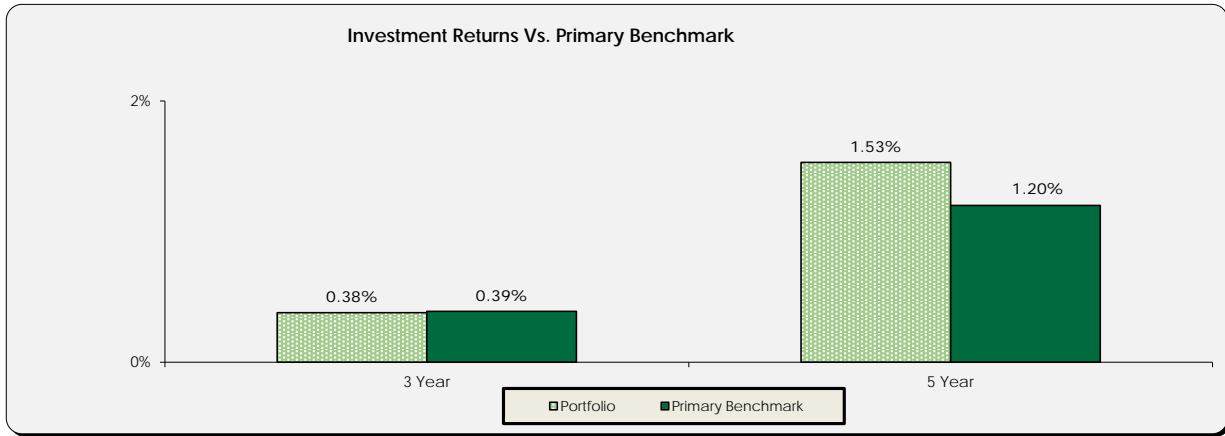
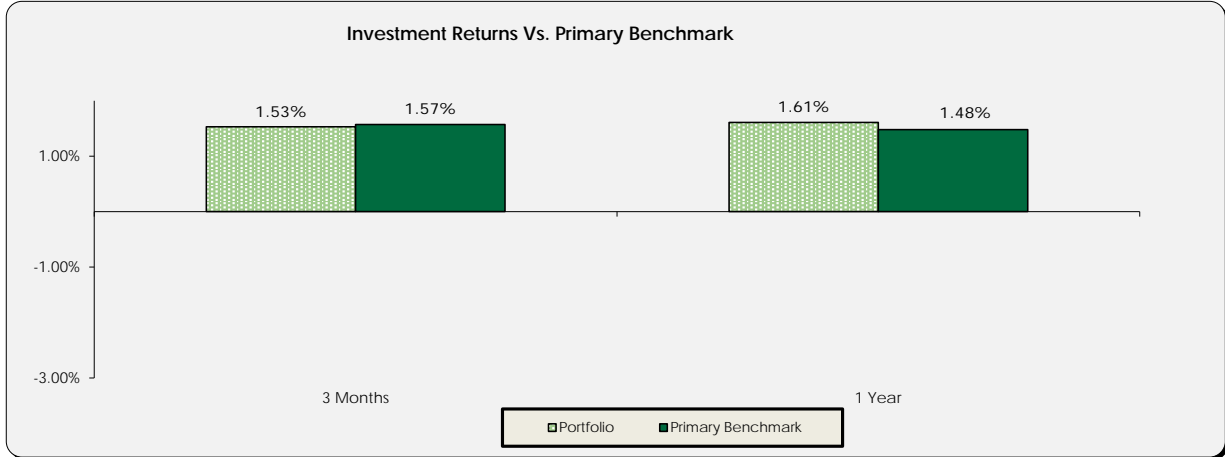


Fourth Quarter 2022-2023 College Operating Funds Investment Report

Performance Review - Operating

	Portfolio Performance	Primary Benchmark*	Relative Performance
FY 2016	1.20%	0.86%	0.34%
FY 2017	0.90%	0.91%	-0.01%
FY 2018	0.20%	0.18%	0.02%
FY 2019	3.00%	2.61%	0.39%
FY 2020	3.40%	2.69%	0.71%
FY 2021	1.06%	1.58%	-0.53%
FY 2022	-1.50%	-1.87%	0.37%
Q1 FY 2023	-0.86%	-0.72%	-0.14%
Q2 FY 2023	0.12%	0.00%	0.12%
Q3 FY 2023	0.83%	0.64%	0.19%
Q4 FY 2023	1.53%	1.57%	-0.04%
Annual Return	1.61%	1.48%	0.13%
8-year Compounded Return	1.22%	1.05%	0.18%

Performance Review-Operating

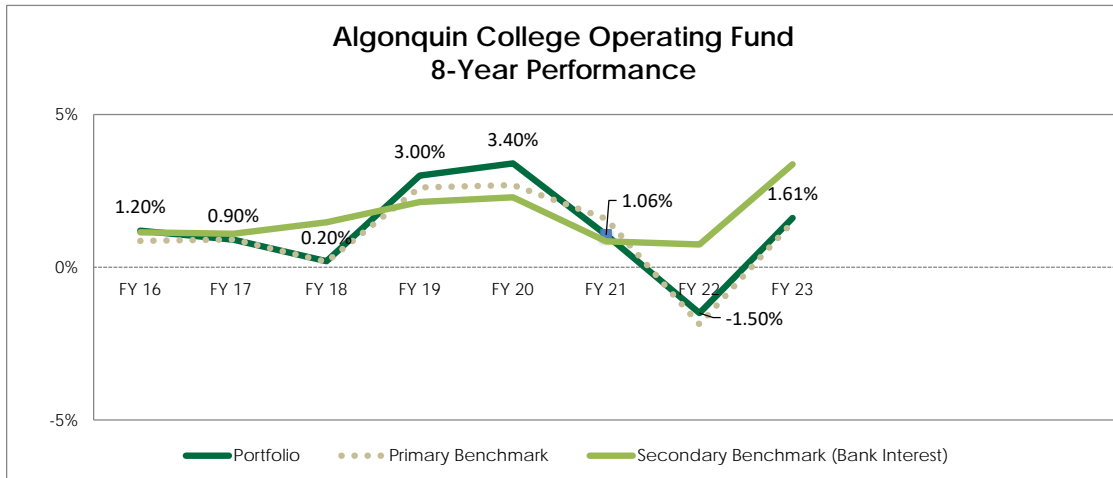


Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	1.53%	1.61%	0.38%	1.53%
Primary Benchmark*	1.57%	1.48%	0.39%	1.20%

* Compounded Annual Return

Fourth Quarter 2022-2023 College Operating Funds Investment Report



	Portfolio	Primary Benchmark	Secondary Benchmark (Bank Interest)
[Equity Portfolio Return - Risk Free Rate (Blended US & Canada)] / Portfolio Standard Deviation			
FY 16	1.20%	0.86%	1.14%
FY 17	0.90%	0.91%	1.10%
FY 18	0.20%	0.18%	1.47%
FY 19	3.00%	2.61%	2.14%
FY 20	3.40%	2.69%	2.29%
FY 21	1.06%	1.58%	0.85%
FY 22	-1.50%	-1.87%	0.75%
FY 23	1.61%	1.48%	3.37%

* FY 2023 Q1 & Q2 & Q3 & Q4 rates

4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report

Summary of Major Capital Projects

Page	Project	Board of Governors Approved Project Value \$M	Percentage of Current Major Capital Projects
2	Pedestrian Bridge to Bus Rapid Transit Station	3.3	4%
4	Campus Accessibility	4.3	6%
6	Salesforce Lightning Upgrade	5.5	7%
8	R3 (Student Information System)	65 - 71	83%
	Total Approved <u>Current</u> Projects Value	\$78.1 - \$84.1	100%
12	Summary of all Projects Completed Since Fiscal 2011-12	\$398.44	

4.3 APPENDIX B

Fourth Quarter 2022-23

Major Capital Projects Report

Pedestrian Bridge to Bus Rapid Transit Station

In partnership with the City of Ottawa, this investment will construct an above-grade pedestrian bridge that will link the Algonquin Centre for Construction Excellence (ACCE) facility with a new OC Transpo bus rapid transit station being built as part of the Light Rail Transit Stage 2 (LRT2) project. This pedestrian bridge will provide a safe method for crossing College Avenue and an efficient link for transit riders to enter Algonquin College's Ottawa campus.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: City of Ottawa (lead) – A. Waked (Algonquin College)

Board of Governors Key Approval Dates	Dates
Meeting #503 – The Board of Governors approves an investment of up to \$3.1 million from the College's Reserve Funds between 2018 and 2023 to support the construction of a pedestrian bridge, in collaboration with the City of Ottawa, between the new Baseline bus rapid transit station and the Algonquin Centre for Construction Excellence.	June 12, 2017
Meeting #529 – The Board of Governors approves a \$230,000 increase to the budget for the Major Capital Project: Pedestrian Bridge to Bus Rapid Transit Station to accommodate additional legal fees and construction related inflationary pressures.	June 6, 2022

Project Milestones	Dates
Project start date	2019
Construction start date	2022
Anticipated Substantial completion date	March 2024

Project Funding	Value
Algonquin College reserves	\$3.33 million

Project Contingency	Value
Approved project contingency	\$0.08 million
Contingency balance remaining at March 31, 2023	\$0.02 million

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2018-19	\$0.02 million
Expenditures in Fiscal 2019-20	0.66 million
Expenditures in Fiscal 2020-21	0.00 million
Expenditures in Fiscal 2021-22	1.40 million
Expenditures in Fiscal 2022-23	0.39 million
Projected Expenditures in Fiscal 2023-24	0.86 million
Total	\$3.33 million

Total Project Variance	\$0 million
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**4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report**

Pedestrian Bridge to Bus Rapid Transit Station – continued

Project Risk and Status Dashboard *Green Good, Yellow Warning, Red Trouble

G	Governance	Project governance has been negotiated and is defined through a formal agreement with the City of Ottawa.
G	Scope Management	The scope for each party has been identified and is formalized in the agreement. The College team continues to meet with the City stakeholders on a monthly basis to review project updates.
G	Cost Management	The request to increase the budget by \$230,000 was presented and approved by the Board of Governors on June 6, 2022. Internal work in the building is completed. Any cost uncertainty is related to the reinstatement of the grounds once the City has completed the pedestrian link. The final college payment is due to the City of Ottawa upon project substantial completion. The final payment has been delayed to the fiscal year 2023-24 due to the City of Ottawa’s delays.
Y	Schedule Management	Schedule management is being presided over by the Light Rail Transit (LRT) Stage 2 Team. Algonquin College is currently coordinating with the City project manager to define clear milestones for construction. The City has started construction of the LRT pedestrian link. Construction within the ACCE building itself is almost complete. All remaining interior work requires the completion of the pedestrian link to finalize. External flashing on the building, deficiencies, and fire testing is substantially complete. Deficiencies related to City of Ottawa contractors are being addressed. The City of Ottawa’s completion date is not yet confirmed but projected to be in early 2024.
G	Project Resources	The College has an internal project manager to lead the implementation and has hired a consultant team.
G	Risk Management	A risk register has been developed. Risks involve City of Ottawa control of the pedestrian link schedule, which the College does not have influence over; noise and other disruption to ACCE building occupants during construction; and supply chain issues and labour shortages in certain trades in the region.
G	Stakeholder Engagement	Stakeholder engagement is ongoing with ACCE building end users, the College community, OC Transpo, and the City of Ottawa.
G	Operational Readiness	To be evaluated once construction is completed by the City of Ottawa.

As of May 1, 2023

4.3 APPENDIX B

Fourth Quarter 2022-23

Major Capital Projects Report

Campus Accessibility

Facilities Management previously completed an Accessibility Audit of all College-owned facilities which provided an extensive list of renovations to align with the Accessibility for Ontarians with Disabilities Act (AODA). This audit was supplemented with additional recommended renovations to further increase accessibility to meet the best standards in accessibility. This multi-year major capital project will implement various renovations to College grounds and existing buildings to align best practices for built environment standards related to accessibility. This multi-year project is estimated to cost between \$9.0 million and \$10.0 million, and funding requests will be presented to the Board of Governors for approval on an annual basis to address each phase of the project.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked

Board of Governors Key Approval Dates	Dates
<u>Meeting #523</u> – The Board of Governors approves Phase 1: an expenditure of up to \$1.2 million, funded 50% from internally restricted net assets and 50% from in-year Strategic Investment Priorities budget for fiscal year 2021-22 to address non-mandatory campus infrastructure upgrades and select deferred maintenance liabilities to improve campus accessibility for learners and employees with disabilities.	April 19, 2021
<u>Meeting #526</u> – The Board of Governors approves Phase 2: an expenditure of up to \$2.1 million, funded 50% from internally restricted net assets and 50% from the in-year Strategic Investment Priorities budget for fiscal year 2022-23 to address campus infrastructure upgrades and select deferred maintenance liabilities to improve campus accessibility for learners and employees with disabilities.	December 6, 2021
<u>Meeting #531</u> - The Board of Governors approves Phase 3: an expenditure of up to \$1.0 million from the College’s Strategic Investment Priorities budget for fiscal year 2023-24 to address campus infrastructure upgrades that support legislated Accessibility for Ontarians with Disabilities Act (AODA) compliance across the Ottawa, Perth and Pembroke campuses. Sources of funds include in-year net operating revenues, reserves and/or the Facilities Renewal Program Grant.	February 27, 2023

Project Milestones	Dates
Project start date	April 30, 2021
Phase 1 (2021-22) completion date	March 31, 2022
Phase 2 (2022-23) completion date	March 31, 2023
Phase 3 (2023-24) completion date	March 31, 2024

Project Funding	Value
Algonquin College reserves	\$2.15 million
Strategic Investment Priorities budget allocation	2.15 million
Total	\$4.30 million

Project Contingency	Value
Approved budget project contingency	\$0.35 million
Contingency balance remaining as at March 31, 2023	\$0.18 million

4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22	\$1.20 million
Expenditures in Fiscal 2022-23	1.75 million
Projected Expenditures in Fiscal 2023-24	1.35 million
Total	\$4.30 million
Total Project Variance	\$0 million

**4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report**

Campus Accessibility – continued

Project Risk and Status Dashboard *Green Good, Yellow Warning, Red Trouble

G	Governance	The project Steering Committee was constituted in June 2021 and meets monthly.
G	Scope Management	The scope and extent of accessibility improvements has been previously established. The scope for the 2022-23 fiscal year included accessibility improvements in ACCE building, B building, and J building. Scope for 2023-24 includes the additions of accessibility upgrades in E building, P building, and T building. Additional scope will be addressed on a case-by-case basis based on existing site conditions, technical constraints, design considerations or availability of materials. Site conditions were reviewed as part of the original site investigation and incorporated into the project construction cost estimates.
G	Cost Management	The scope of work was tendered using a Construction Management approach to address market, supply chain constraints and end-user requirements.
Y	Schedule Management	Due to supply chain restrictions, completion of ACCE building, B building, and J building has been delayed and is projected to be completed in early fiscal year 2023-24. The schedule for new construction in fiscal year 2023-24 is being developed.
G	Project Resources	A prime consultant (architect) was retained by the College to complete the project design, site inspections and ongoing contract management. External project management resources have been previously assigned to the project. The College has retained the services of a construction manager for ongoing project delivery. Review and monitoring of the progress are conducted on an ongoing basis by Facilities Management.
Y	Risk Management	A risk log is updated and presented at each Steering Committee meeting and is a standing item as part of weekly reporting. Risk involving supply chain and contractor capacity is ongoing due to current economic conditions. If material or contractors cannot be procured, funding may need to move to future fiscal years to accommodate long lead items. Use of a consistent construction manager for the remainder of the project will assist in placing orders on time to mitigate supply chain timelines.
G	Stakeholder Engagement	Engagement is ongoing at the site level to communicate disruptions affecting the facilities, building occupants and the larger College community. In addition, the Steering Committee has engaged supporting resources to provide feedback on future scope priorities for the upcoming fiscal year(s).
G	Operational Readiness	Design was previously reviewed with operational staff. Final commissioning and closeout of the project will include necessary training, issuance of operations and maintenance manuals and will incorporate any feedback from Facilities operators.

As of May 1, 2023

4.3 APPENDIX B

Fourth Quarter 2022-23

Major Capital Projects Report

Salesforce Lightning Upgrade

Algonquin College first implemented the Salesforce Classic Customer Relationship Management application in 2009. Since that time, this application has been rolled out to automate and support College processes across many departments including, but not limited to, Academic Services, International Education Centre, and the Registrar's Office. This major capital project will upgrade the College's Salesforce Customer Relationship Management system from the sunsetting "Classic" version to the current "Lightning" version.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: Y. Do
Project Manager: Isaac Akanbi

Board of Governors Key Approval Dates	Dates
<u>Meeting #524</u> – The Board of Governors approves the expenditure of up to \$5.5 million over the fiscal years 2021-22 to 2023-24, with 50% of the funds drawn from College reserves and 50% from in-year Strategic Investment Priorities budgets.	June 7, 2021

Project Milestones	Dates
Project start date	November 1, 2021
Substantial completion date	September 30, 2024

Project Funding	Value
Algonquin College reserves	\$2.75 million
Strategic Investment Priorities budget allocation	2.75 million
Total	\$5.5 million

Project Contingency	Value
Approved project contingency	\$594,000
Contingency balance remaining as of March 31, 2023	\$594,000

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2021-22	\$0.22 million
Expenditures in Fiscal 2022-23	1.55 million
Projected Expenditures in Fiscal 2023-24	2.25 million
Projected Expenditures in Fiscal 2024-25	1.48 million
Total	\$5.5 million

Total Project Variance	\$0 million
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4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report

Salesforce Lightning Upgrade – continued

Project Risk and Status Dashboard Green Good, Yellow Warning, Red Trouble

G	Governance	A Steering Committee was established on November 7, 2021, and members identified. Regular Steering Committee meetings take place monthly. Subsequently, Salesforce Operation Group was established in December 2022, as part of the efforts to integrate operational support into the project governance and decision making. The Operating Group meeting is held on a monthly basis.
G	Scope Management	Scope remains in alignment with the Investment Case approved by the Board of Governors. Project deliverables are drafted and have been reviewed and approved by the Steering Committee.
G	Cost Management	To date, all costs are within the Approved Budget.
G	Schedule Management	Due to the delay in the hire of project resources, a revised timeline was proposed and approved in December 2022 by the Steering Committee.
G	Project Resources	All resources have now been hired.
G	Risk Management	The previously identified risk of limited resources has been mitigated with 100% of resources on-boarded.
G	Stakeholder Engagement	The project team is implementing the communication plan by continuously engaging with clients and stakeholder groups at different levels: meetings are scheduled as needed to ensure that user groups are kept informed on status updates and changes that may impact them. ITS communication channel is also being utilized when there is a need to communicate updates to the wider groups.
G	Operational Readiness	Change management plan to be developed during implementation phase.

**4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report**

R3 (Student Information System) Project

Algonquin College’s current Student Information System, GeneSIS, is over 25 years old and is based on an unsupported programming language. As a result, the ongoing use of GeneSIS poses a significant resource, development, maintenance, and security risk. This multi-year project, from 2019-20 to 2025-26, and is estimated to cost between \$65.0 million and \$71.0 million, and funding requests will be presented to the Board of Governors for approval on an annual basis to address each phase as the project progresses.

Reviewed and approved by Algonquin College Executive Team Sponsor: L. Stanbra
Algonquin College Leadership Team Project Dean/Executive Director: K. Pearson and L. Pollock
Project Manager: S. Wong

Board of Governors Key Approval Dates	Dates
<u>Meeting #511</u> – The Board of Governors approves \$3.1 million for the Student Information System, with 50% of funding from the College’s internally restricted net asset account and 50% from the Strategic Investment Priorities budget in fiscal year 2019-20.	February 25, 2019
<u>Meeting #517</u> – The Board of Governors approves a \$4.0 million expenditure to continue development of the business architecture, identity and access management and data governance required to support implementation of a new Student Information System. These project expenditures will be funded 50% from the College’s internally restricted net asset account and 50% from the Strategic Investment Priorities budget in fiscal year 2020-21.	April 20, 2020
<u>Meeting #520</u> – The Board of Governors approves additional expenses of \$22.4 million as detailed in this entry. The Board of Governors approves the software company Unit4 as the software solution and implementer for the new Student Information System, as the second step in the two-step approach endorsed on April 20, 2020, including: (1) the procurement of a Software as a Services subscription contract with Unit4 with a value up to \$1.4 million per year for a five-year total of up to \$7.0 million; and (2) the implementation services contract with Unit4 with a value of up to \$13.0 million over the estimated three years of implementation (including contingency, proposed travel expense and net tax of 3.41%). The Board of Governors also approves the fourth quarter budget expenditure approval of \$2.4 million for the 2020-21 fiscal year.	October 26, 2020
<u>Meeting #523</u> – The Board of Governors approves \$21.8 million for the R3 Project for the 2021-22 fiscal year. The entire project will be funded to result in 50% of the total project funding to be drawn from the College’s internally restricted net asset account and 50% to be allocated from the Strategic Investment Priorities budgets.	April 19, 2021
<u>Meeting #528</u> – The Board of Governors approves \$20.0 million expenditure for fiscal year 2022-23, funded 60% from the in-year Strategic Investment Priorities budget and 40% from internally restricted net assets, to continue the implementation work for the R3 Project.	February 28, 2022
<u>Meeting #531</u> – The Board of Governors approves a \$20.0 million expenditure for fiscal year 2023-24, funded 50% from the in-year Strategic Investment Priorities budget and 50% from internally restricted net assets, to continue the implementation work for the R3 Project.	February 27, 2023

4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report

R3 (Student Information System) Project – continued

Project Milestones	Start Dates
Project start date	May 1, 2019
The Board of Governors approved the selection of implementation vendor and financial commitment	October 26, 2020
Phase 1: Project Planning	January 11, 2021
Phase 2: Familiarize Phase	March 1, 2021
Phase 3: Personalize Phase	July 5, 2022
Phase 4: Integrated System Testing	May 6, 2024
Phase 5: User Acceptance Testing	Sep 30, 2024
Phase 6: Deployment of System	March 3, 2025
Phase 7: Project Close-Out	June 2, 2025

Project Funding	Value
Algonquin College reserves	\$32.5 - \$35.5 million
Strategic Investment Priorities budget allocation	\$32.5 - \$35.5 million
Total	\$65.0 - \$71.0 million

Project Contingency	Value
Approved project contingency for 2022-23 funding allocation	\$3.0 million
Contingency balance as at March 31, 2023	\$3.0 million

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2019-20	\$2.5 million
Expenditures in Fiscal 2020-21	6.2 million
Expenditures in Fiscal 2021-22	10.2 million
Expenditures in Fiscal 2022-23	13.2 million
Projected Expenditures Fiscal 2023-24	20.0 million
Projected Expenditures Fiscal 2024-25	18.0 million
Projected Expenditures Fiscal 2025-26	0.9 million
Total Projected Costs	\$71.0 million

Total Project Variance (to approved expenditures)	\$0 million
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**4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report**

R3 (Student Information System) Project – continued

Project Risk and Status Dashboard *Green Good, Yellow Warning, Red Trouble

G	Governance	Strong governance continues to be applied to the R3 Project through good governance principles and practices such as the ongoing Delivery Assurance Checkpoint meetings with the R3-Thesis Executive Sponsors. In addition, Algonquin College continues to provide strong oversight on the project’s progress by maintaining regular meetings with Thesis’ Chief Executive Officer. Regularly scheduled updates are provided to the Audit and Risk Management Committee.
Y	Scope Management	The project is progressing; configuration, data migration, and integration activities for Program Increment 5 of the Personalize Phase are in-progress. Status is yellow as the extension of the Personalize phase by 6 months requires scope alignment.
G	Cost Management	On February 27, 2023, the Board of Governors approved Thesis’ recommendation to amend the current schedule for a new schedule in order to achieve solution enhancements required to complete configuration of the system, enable automations, and support integration work. This amendment to the schedule will require a contract amendment as the proposed extension to the Personalize Phase adds an additional six months to the end of the project date, from December 2024 to June 2025. The project schedule extension does not impact the total value of the vendor contract. However, approval of the project schedule extension for the Personalize Phase has a cascading impact of three additional months into the first quarter of fiscal year 2025-26. As a result, there is an impact on the R3 Project budget in order to keep key project personnel for Go-Live as the extension goes beyond the end of the fiscal year 2024-25.
Y	Schedule Management	The Master Project Schedule continues to be monitored through weekly Project Change Control governance. Schedule uncertainty is being resolved through a schedule re-baselining activity. An iterative process has continued to improve the depth and breadth of the schedule detail; the College’s feedback being reflected should increase confidence in the final schedule.
G	Project Resources	Thesis is strengthening Integrations Workstream; two additional developers at 50% each (1 FTE) starting April 17, 2023 will further de-risk this workstream. Resource capacity will continue to be monitored by both teams.
Y	Risk Management	High-level risks continue to be monitored, documented, and escalated as per the established governance model. Concerns have been discussed at the Executive Leadership and Executive Sponsor level with appropriate actions linked to mitigate issues. Product management remains on the risk log for review, mitigation discussion and quality assurance oversight.
G	Stakeholder Engagement	Clear vision and strong executive support are in place (Algonquin College). College-wide Showcase Sessions to engage stakeholders are organized regularly and well-received.
G	Operational Readiness	Organizational Change Management plan has been defined. There is a synchronized way of working, concise messaging, and clear alignment between people at work stream levels, especially in the technical domain of the project.

As of May 1, 2023

4.3 APPENDIX B
Fourth Quarter 2022-23
Major Capital Projects Report

Summary of Projects Completed Since Fiscal 2011-12

Project	Final Project Value \$M	Fiscal Year Completed
Algonquin Centre for Construction Excellence (ACCE)	\$77.0	2011-12
Perth Campus	12.0	2011-12
Student Commons	51.0	2012-13
Pembroke Campus	34.0	2012-13
Digital College	12.0	2014-15
Healthy Living Education Phase 1A – Renovations	6.0	2014-15
B Building Window Replacement	1.1	2016-17
F Building Renovation	1.6	2016-17
Equipment Renewal and Electrical Lab Alterations Project in ACCE	2.3	2017-18
Welding Lab Project at the College’s Transportation Technology Centre – Building S	2.8	2017-18
Transformer Replacement Project	2.1	2017-18
Learning Management System	3.0	2018-19
Enterprise Resource Planning (ERP) – Project Workday	18.8	2018-19
Student Central	6.8	2018-19
Indigenous Gathering Circle	1.7	2018-19
DARE District	45.4	2019-20
Net Tuition Project	0.84	2019-20
Energy Service Company Project - (ESCO 2)	51.1	2021-22
Jack Doyle Athletics and Recreation Centre (ARC)	61.2	2021-22
Solar Photovoltaic Plan	7.7	2021-22
Total	\$398.44	

Board Governance Policy

BG II -02 FINANCIAL MANAGEMENT

Policy Type:	Board Directives		
Date First Approved:	2012-06-11	Date Last Reviewed	2018-03-28
Board Meeting Number:	474	Mandatory Review Date	2023-03-28

PURPOSE

The Board of Governors is responsible for overseeing the financial integrity of the College, consistent with the College’s vision, [mission](#), and strategic plan. This policy outlines the Board directives for the financial management of the College.

POLICY

The President is delegated the authority to maintain the financial integrity of the College and to protect College assets as stipulated below:

1. Financial Planning

- 1.1 An annual business plan shall be developed and submitted to the [Ministry of Colleges and Universities](#) in compliance with policy directives under the [Ontario Colleges of Applied Arts and Technology \(OCAAT\) Act](#). The business plan shall include the operational outcomes for the coming fiscal year based on the College Strategic Plan aligned with the resources allocated for the year in the annual budget and submitted to the Board for approval.

- 1.2 The annual budget submitted for the approval of the Board shall:
 - 1.2.1 Comply with the regulations and policy directives issued under the *OCAAT Act*.
 - 1.2.2 Have expenditures not exceeding revenues unless the Board has approved a recommendation from the President to spend from reserve funds ~~and/or to plan for~~ create an in-year deficit budget.
 - 1.2.3 Have Campus Services ancillary expenditures not exceeding Campus Services ancillary revenues unless the Board has specifically directed otherwise.
 - 1.2.4 Maintain a contingency reserve within Internally Restricted Net Assets equal to 3% of total operating revenues to provide a safeguard against significant, unforeseen economic pressures.

~~1.2.3~~ 1.2.5 Ensure the year-end budgeted balance of Unrestricted and Internally Restricted Net Assets maintains a positive ~~position~~ balance and avoids an accumulated deficit position.

2. Financial Reporting

- 2.1 At the end of each fiscal year, the President shall present to the Board for approval a report on the achievements of the operational outcomes of that year’s Business Plan and the audited financial statements.
- 2.2 The Board’s annual report shall be submitted each year to the Ministry in compliance with policy directives under the *OCAAT Act*.
- 2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College’s projected surplus or deficit are at least equal to or better than the Approved Budget.

3. Financial Management

3.1 The President shall not permit:

- 3.1.1 The purchase, sale or encumbrance of any ~~e~~College real property or facility ~~in excess of \$1,000,000~~ without prior Board approval;
- ~~3.1.1~~ 3.1.2 The development or renewal of any facility or physical infrastructure that results in enhanced service capacity, addresses environmental sustainability goals, or increases the College’s usable physical space in excess of \$1,000,000 without prior Board approval;
- 3.1.3 The implementation of any new software application, excluding upgrades or renewal to existing software, in excess of \$1,000,000 without prior Board approval;
- 3.1.4 An expenditure for a Major Capital Project to exceed the approved budget by more than 2% or \$100,000, whichever is greater, without prior Board approval;
- ~~3.1.2~~ 3.1.5 The use of restricted funds that do not comply with their overall stated purpose, as well as applicable statutes and regulatory requirements;
- ~~3.1.3~~ 3.1.6 The use of reserve funds without prior Board approval.

4. Financial Controls

- 4.1 The President shall exercise care in accounting for and protecting the financial assets of the College. To this end, the President will incorporate internal controls in the financial systems used by the College.
- 4.2 The President may not approve an unbudgeted expenditure or commitment that will result in the College’s fiscal year-end total balance of unrestricted net assets plus internally restricted net assets being lower than budgeted without the approval of the Board.

4.3 The President will present an exception report of single/sole source procurement transactions to the Audit and Risk Management Committee, at a minimum each June once per fiscal year, with the threshold amount to be determined by the Audit and Risk Management Committee.

5. Integrated College Development Plan

5.1 The College will maintain a long-term capital asset development planning framework that will serve to coordinate the planning of the physical and technological learning, working and social development needs of the College at all its campuses. The framework will incorporate a ~~College Capital Asset Development Strategy~~ Five Year Capital Investment Plan that is based on and enables the ~~five-year~~ College's Strategic Plan. The Five-Year Capital Asset Investment Plan ~~Development Strategy itself~~ will serve as a master plan to guide the annual physical and technological infrastructure development plans developed in conjunction with and complementary to the annual Business Plan referred to in Section 1, above.

6. Asset Protection

6.1 Assets shall be protected, adequately maintained, and not placed unnecessarily at risk. The College shall comply with all aspects of the Broad Public Sector procurement directive.

RELATED MATERIALS

MTCU (Ministry of Training, Colleges and Universities) Minister's Binding Policy Directive: Governance and Accountability Framework

<https://www.tcu.gov.on.ca/pepg/documents/GovernanceandAccountabilityFramework2010.pdf>
~~http://www.tcu.gov.on.ca/pepg/publications/GovAccount_Directive2010.pdf~~

Ontario Broad Public Sector Accountability Act

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_10b25_e.htm

Ontario Colleges of Applied Arts and Technology Act, 2002 Ontario Regulation 34/03

http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_030034_e.htm

Financial Administration Act, R.S.O. 1990, c. F.12

<https://www.ontario.ca/laws/statute/90f12>

Board Governance Policy

BG II -02 FINANCIAL MANAGEMENT

Policy Type:	Board Directives		
Date First Approved:	2012-06-11	Date Last Reviewed	2018-03-28
Board Meeting Number:	474	Mandatory Review Date	2023-03-28

PURPOSE

The Board of Governors is responsible for overseeing the financial integrity of the College, consistent with the College’s vision, mission, and strategic plan. This policy outlines the Board directives for the financial management of the College.

POLICY

The President is delegated the authority to maintain the financial integrity of the College and to protect College assets as stipulated below:

1. Financial Planning

- 1.1 An annual business plan shall be developed and submitted to the Ministry of Colleges and Universities in compliance with policy directives under the Ontario Colleges of Applied Arts and Technology (OCAAT) Act. The business plan shall include the operational outcomes for the coming fiscal year based on the College Strategic Plan aligned with the resources allocated for the year in the annual budget and submitted to the Board for approval.
- 1.2 The annual budget submitted for the approval of the Board shall:
 - 1.2.1 Comply with the regulations and policy directives issued under the *OCAAT Act*.
 - 1.2.2 Have expenditures not exceeding revenues unless the Board has approved a recommendation from the President to spend from reserve funds and plan for an in-year deficit budget.
 - 1.2.3 Have Campus Services expenditures not exceeding Campus Services revenues unless the Board has specifically directed otherwise.
 - 1.2.4 Maintain a contingency reserve within Internally Restricted Net Assets equal to 3% of total operating revenues to provide a safeguard against significant, unforeseen economic pressures.

- 1.2.5 Ensure the year-end budgeted balance of Unrestricted and Internally Restricted Net Assets maintains a positive balance and avoids an accumulated deficit position.

2. Financial Reporting

- 2.1 At the end of each fiscal year, the President shall present to the Board for approval a report on the achievements of the operational outcomes of that year's Business Plan and the audited financial statements.
- 2.2 The Board's annual report shall be submitted each year to the Ministry in compliance with policy directives under the *OCAAT Act*.
- 2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College's projected surplus or deficit are at least equal to or better than the Approved Budget.

3. Financial Management

- 3.1 The President shall not permit:
 - 3.1.1 The purchase, sale or encumbrance of any College real property or facility without prior Board approval;
 - 3.1.2 The development or renewal of any facility or physical infrastructure that results in enhanced service capacity, addresses environmental sustainability goals, or increases the College's usable physical space in excess of \$1,000,000 without prior Board approval;
 - 3.1.3 The implementation of any new software application, excluding upgrades or renewal to existing software, in excess of \$1,000,000 without prior Board approval;
 - 3.1.4 An expenditure for a Major Capital Project to exceed the approved budget by more than 2% or \$100,000, whichever is greater, without prior Board approval;
 - 3.1.5 The use of restricted funds that do not comply with their overall stated purpose, as well as applicable statutes and regulatory requirements;
 - 3.1.6 The use of reserve funds without prior Board approval.

4. Financial Controls

- 4.1 The President shall exercise care in accounting for and protecting the financial assets of the College. To this end, the President will incorporate internal controls in the financial systems used by the College.
- 4.2 The President may not approve an unbudgeted expenditure or commitment that will result in the College's fiscal year-end total balance of unrestricted net assets plus internally restricted net assets being lower than budgeted without the approval of the Board.

4.3 The President will present an exception report of single/sole source procurement transactions to the Audit and Risk Management Committee, at a minimum once per fiscal year, with the threshold amount to be determined by the Audit and Risk Management Committee.

5. Integrated College Development Plan

5.1 The College will maintain a long-term capital asset development planning framework that will serve to coordinate the planning of the physical and technological learning, working and social development needs of the College at all its campuses. The framework will incorporate a Five-Year Capital Investment Plan that is based on and enables the College's Strategic Plan. The Five-Year Capital Investment Plan will serve as a master plan to guide the annual physical and technological infrastructure development plans developed in conjunction with and complementary to the annual Business Plan referred to in Section 1, above.

6. Asset Protection

6.1 Assets shall be protected, adequately maintained, and not placed unnecessarily at risk. The College shall comply with all aspects of the Broad Public Sector procurement directive.

RELATED MATERIALS

MTCU (Ministry of Training, Colleges and Universities) Minister's Binding Policy Directive:
Governance and Accountability Framework

<https://www.tcu.gov.on.ca/pepg/documents/GovernanceandAccountabilityFramework2010.pdf>

Ontario Broad Public Sector Accountability Act

http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_10b25_e.htm

Ontario Colleges of Applied Arts and Technology Act, 2002 Ontario Regulation 34/03

http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_030034_e.htm

Financial Administration Act, R.S.O. 1990, c. F.12

<https://www.ontario.ca/laws/statute/90f12>

4.4 Appendix C

Board Governance Policy

BG II-06

Delegation of Contract Signing Authority

Policy Category :	Board Process		
Date First Approved:	April 25, 2022	Date Last Reviewed	Not Applicable
Board Meeting Number:	528	Mandatory Review Date	April 2028 ³

PURPOSE

This Policy delegates signing authority for executing legal documents, contracts, and instruments in writing on behalf of the College. This Policy is made pursuant to Bylaw 1 of the Board of Governors of the Algonquin College of Applied Arts and Technology, specifically Article 12 “Execution of Documents”.

POLICY

Pursuant to Article 12.2.5, the Board is responsible to direct the manner in which, and the persons by whom, any particular instrument, contract, or obligations of the Corporation may be executed. When approved by resolution by the Board, persons identified with the ability to bind the Corporation may do so without any further authorization or formality being required provided that the signatories have complied with this Policy. The President is accountable for the College’s compliance with this Policy and the Treasurer is responsible for the proper administration of this Policy.

This Policy, including the Delegation of Signing Authority Matrix (attached as Appendix A “Signing Authority Matrix”), authorizes the identified College Administrators to execute legal documents, contracts, and instruments that bind the Corporation on behalf of the College.

The Signing Authority Matrix identifies specific contract types and assigns them into Contract Classes. If a contract requiring execution is not specifically identified in the Signing Authority Matrix and if the Contract Class for the contract is not immediately recognizable, Signing Authority will be determined by the President or the Treasurer.

This Policy is subject to Section 28 of the Ontario Financial Administration Act ~~that~~which restricts the College from entering into binding commitments that serve to increase the indebtedness or contingent liabilities of the Province without obtaining the approval of the Ontario Minister of Finance.

The College has established the following framework to govern the delegation of contract signing authority:

1. College Administrator Categories

1.1 This Policy organizes College Administrators into the following hierarchical categories:

Category 1 College Administrators
The President and Chief Executive Officer
Senior Vice President and Vice Presidents

Category 2(A) College Administrators
Associate Vice Presidents
Chief Financial Officer
Chief Digital Officer
Executive Directors

Category 2(B) College Administrators
Deans and Directors

Category 3 College Administrators
Academic Chairs, Associate Chairs, and Associate Directors
Senior Managers and Managers

1.2 The Signing Authority Matrix organizes agreements into Agreement Types and identifies, by College Administrator Category, the College Administrators delegated to [review or approve](#) (execute) [binding](#) contracts ~~by Agreement Type~~.

1.3 College Administrators appointed into an Acting Administrator position (whether appointed to cover a temporary leave or for an extended period), are granted the authority of that College Administrator position to review or [approve](#) (execute) [binding](#) contracts.

1.4 Only Category 1 College Administrators can bind the Corporation for a term that exceeds 5 years in length. Renewal options [that the College is unlikely to be able to deny](#) are to be included in the calculation of the [total](#) term length for purposes of this Policy.

2. Signatory Requirements and Accountability

2.1 [When executing binding contracts, t](#)he College requires two ~~College~~ Administrators ~~Signatories~~, (identified [in the Signing Authority Matrix](#) as Signatory 1 and Signatory 2) ~~in the Signing Authority Matrix~~, to [sign-attest that agreements-contracts have received a diligent review and that their execution is defensible](#). ~~except for the a~~ Agreements identified in Sections 3.4 (Labour-Related Agreements) and 3.5 (Offers of Employment) [are exempt from this requirement](#).

- a. ~~Signatory 1 must sign the contract first. Signatory 1 may only sign after a thorough review of the legal document has been completed. The review must address the need for detailed legal, accounting, technical, governance, and risk assessment, and a calculation of the monetary value for the contract over its binding lifetime.~~ Signatory 1 must sign that they have completed a thorough and objective review of the contract's merits and risks before it is presented to Signatory 2 for consideration. This must include consideration of the need for detailed legal, accounting, technical, governance, and risk assessment, and a calculation of the monetary value of the contract over its binding lifetime.
- b. ~~Signatory 2 may only sign the contract after obtaining reasonable assurance that the document has received appropriate due diligence, scrutiny and that its execution is defensible.~~ Signatory 2 must evaluate the contract review conducted by Signatory 1 to determine if there is reasonable assurance that contract execution is defensible and in the Public's best interests.
- ~~b.c.~~ Upon signing the reviewed contract, Signatory 2 will complete the College's contract review and approval process and the contract will bind the College.

2.2 Binding contracts often require specialist knowledge and scrutiny before being considered for execution. Signatory 1 must ensure that binding contracts requiring specialist knowledge are scrutinized and signed by College leaders with appropriate expertise in Academics, Human Resources, Risk, Facilities, Information Technology, and Finance. For example, equipment donation agreements for gifts-in-kind that require installation and maintenance on College property must be reviewed by the Executive Director, Facilities Management or his/her designate to identify if there are safety or engineering concerns, and to confirm the total cost of ownership calculation ~~prior to before~~ accepting the donation.

2.3 College Administrators must ensure their signing activities are exercised in accordance with this Policy and must act in the best interest of the College and the public when exercising their delegated authority ~~ies on behalf of the College~~ which includes, without limitation, ensuring they are not in an actual, potential, or perceived conflict of interest ~~with regard to the document to be signed~~.

- a. If a College Administrator believes they may have a conflict of interest ~~with regard to any document to be signed~~ or believes that signing at the document would contravene their obligations under Section 2.1, ~~prior to before~~ signing the document ~~the document~~ they are required to ~~must obtain guidance from the~~ declare the conflict or contravention to the President or the Vice President of Finance and Administration.

2.4 Consequences for failing to comply with the requirements of this Policy include the revocation of the authority granted by this Policy, legal action, disciplinary action, or termination.

3. Delegation Rights and Exemptions

3.1 A College Administrator in a higher-level category may, at any time, exercise the authority delegated to a College Administrator in a lower-level category. For example, a College

Administrator in Category 1 can at any time exercise the signing authority delegated to a College Administrator in Category 2(A), Category 2(B), or Category 3.

- 3.2 College Administrators are permitted to delegate their signing authority to a colleague from the same College Administrator Category (or higher), subject to the colleague being knowledgeable on the agreement subject matter and their willingness to accept full accountability. This means, Category 1 Administrator can sign for other Category 1 Administrators, Category 2(A) Administrators for other Category 2(A) Administrators, Category 2(B) Administrators for other Category 2(B) Administrators, and Category 3 Administrators for other Category 3 Administrators.
- a. A College Administrator that has accepted an authority delegation from a colleague cannot sub-delegate that authority.
- 3.3 Should the President or the Treasurer determine that it is in the College's or the public's best interests to do so, they may (in writing) restrict a College Administrator's delegated signing authority. Further, should the President or the Treasurer determine that it is in the College's or the public's best interests to do so, they may (in writing) empower a College Administrator with the authority to act as their designate.
- 3.4 Labour-Related Agreements. The President may delegate a College Administrator in Human Resources to act and sign on his/her behalf during employee and Union negotiation, settlement, and arbitration proceedings. Collective bargaining agreements and other labour-related legal documents are exempt from the two-signatory requirement.
- 3.5 Offers of Employment. Offers of Employment are exempt from the two-signatory requirement provided the employment position has been approved by the appropriate authority and the offer includes only standard employment provisions (as determined by Human Resources or as detailed in collective agreements).

4. Legal Form of Contract

4.1 College Administrators are required to use, when ~~re~~ available, an approved College contract template as the legal basis for form of contract ~~agreements to be signed by with the College~~ External Parties.

- a. When the External Party proposes a different legal form of contract, a review is required by the College's Finance and Administrative Services, and Risk Management departments. These departments will assess the contract for compliance with Broader Public Sector Procurement Guidelines and financial and risk impacts. The assessment will also consider legal, accounting, technical, governance, reporting, and ongoing support requirements.
- b. When the External Party proposes a different legal form of contract, the College's Chief Financial Officer may require that the College's approved General Terms and Conditions are appended to the External Party's contract.

~~4.1~~4.2 New College contract templates are approved by the Office of the Vice President, Finance and Administration. ~~Exceptions to the use of approved College contract templates are:~~

- ~~a. When the External Party proposes a different form of agreement, review and approval is required by the College's Finance and Administrative Services and Risk Management departments. In these cases, the College's Chief Financial Officer may require that the College's pre-approved General Terms and Conditions are appended to the External Party contract.~~
- ~~b. The College's Finance and Administrative Services and Risk Management departments are responsible for assessing legal, accounting, technical, governance, and risk requirements associated with external party contracts and will request support from other College departments as appropriate.~~

MONITORING

5. Internal Controls

~~5.~~

In situations where the President or the Treasurer believes it would be in the College's financial or reputational interests to do so, they may require a review of the management and compliance of any contract. College Administrators are expected to provide ~~any and~~ all support necessary to successfully conduct and complete these review activities.

6. Record Retention

The College's corporate enterprise Finance and Human Management system(s) will serve as the final record keeper for all original fully executed Legal Documents. A copy of executed Legal Documents may be retained in a secure location within the originating department.

RELATED MATERIALS

1. Bylaw #1 of the Board of Governors
2. BG II-02 Financial Management
3. Ontario Finance and Administration Act
4. College General Terms and Conditions <https://www.algonquincollege.com/safety-security-services/internal-control/general-terms-and-conditions/>

6.— Record Retention

~~The College's Finance and Administration Area will serve as the final corporate record keeper for all original executed Legal Documents that are not Human Resources related. A copy of executed Legal Documents may be retained in a secure location within the originating department.~~

- ~~6.1 The College's Human Resources Area will serve as the final corporate record keeper for all original executed Legal Documents that are Human Resources related. A copy of executed Legal Documents may be retained in a secure location within the originating department.~~

RELATED MATERIALS

- ~~1.—Bylaw #1 of the Board of Governors~~
- ~~2.—BG II 02 Financial Management~~
- ~~3.—Ontario Finance and Administration Act~~
- ~~4.—College General Terms and Conditions <https://www.algonquincollege.com/safety-security-services/internal-control/general-terms-and-conditions/>~~

APPENDIX A

Signing Authority Matrix

Two Administrative Signatures are required in the Contract Review and Approval process. The Signing Authority Matrix Identifies the Minimum Position in Organization Required to Complete a Contract Review and Approval.

Contract Class	Agreements Type	Criteria	Specific Signatory Requirements	Category 1 College Administrators	Category 2(A) College Administrators	Category 2(B) College Administrators	Category 3 College Administrators
A	Procurement Agreements Purchase of Goods, Services, Software, Construction Agreements and Change Orders (Must be Within Approved Budget)	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2		Signatory 1
		Between \$100,001 and \$1,000,000		Signatory 2		Signatory 1	
		Greater than \$1,000,000	President or Treasurer			Signatory 1	
B	Real Property Leasing	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management		
	Real Estate Acquisition and Disposition (Board of Governors Approval Required Before Signing)	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management		
C	Applied Research Binding Proposals, Funding Agreements, Research, Partnership and Collaboration Agreements	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2		Signatory 1
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1	
D	Revenue Agreements Binding Proposals, Funding Agreements, Teaching and Training, Corporate and Contract Training and Commercial Services	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2		Signatory 1
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1	
		AC - Contract Template Less than \$500,000		Signatory 2		Signatory 1	
		AC - Contract Template Greater than \$500,000	President or Treasurer			Signatory 1	
E	Academic Agreements Affiliation, Articulation, Inter-Institutional Collaboration, Binding Memorandum of Understanding, Binding Letter of Intent, Sale of Curriculum	Less than \$100,000				Signatory 2	Signatory 1
		Between \$100,001 and \$500,000			Signatory 2		Signatory 1
		Greater than \$500,000	President or Treasurer			Signatory 1	
		AC - Contract Template Less than \$500,000		Signatory 2		Signatory 1	
F	Advancement and Development Agreements Donations, Bequests, Strategic Partnerships and Naming Agreements	Less than \$100,000		Signatory 2: Vice President, Advancement and Strategy		Signatory 1	
		\$100,000 and greater	President	Signatory 1: Vice President, Advancement and Strategy			
		AC - Contract Template Less than \$500,000				Signatory 2	Signatory 1
		AC - Contract Template Greater than \$500,000	President	Signatory 1: Vice President, Advancement and Strategy			
G	Employment Related Agreements Employment Agreements, Negotiated Settlements, Employment Severance Agreements, Letters of Understanding	Standard Offers of Employment					With position and terms appropriately approved, exempt from two signatory requirement
		Settlement and Severance Less than \$100,000		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources	
		Settlement and Severance \$100,000 and greater	President	Signatory 1: Vice President, Human Resources			
		Letters of Understanding and Other Agreements		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources	

Note Agreements not specifically identified in the Schedule, where the Contract Class is not immediately recognizable. Signing Authority will be determined by the President or the Treasurer.

Legend	Category 1 College Administrators	Category 2(A) College Administrators	Category 2(B) College Administrators	Category 3 College Administrators
	The President	Associate Vice Presidents	Deans and Directors	Academic Chairs, Associate Chairs, and Associate Directors
	Senior Vice President and Vice Presidents	Chief Financial Officer, Chief Digital Officer, and Executive Directors		Senior Managers and Managers

Signing Authority Matrix

Two signatories are required to bind the Corporation
 Authority Matrix Identifies Minimum Position in Organization Required to Sign

Contract Class	Agreements Type	Criteria	Specific Signatory Requirements	Category 1 College Administrators	Category 2(A) College Administrators	Category 2(B) College Administrators	Category 3 College Administrators
A	Procurement Agreements Purchase of Goods, Services, Software, Construction Agreements and Change Orders (Must be Within Approved Budget)	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1	
		Between \$100,001 and \$1,000,000		Signatory 2		Signatory 1	
		Greater than \$1,000,000	President or Treasurer			Signatory 1	
B	Real Property Leasing	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management		
	Real Estate Acquisition and Disposition (Board of Governors Approval Required Before Signing)	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management		
C	Applied Research Binding Proposals, Funding Agreements, Research, Partnership and Collaboration Agreements	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1	
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1	
D	Revenue Agreements Binding Proposals, Funding Agreements, Teaching and Training, Corporate and Contract Training and Commercial Services	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1	
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1	
		AC - Contract Template Less than \$500,000				Signatory 2	Signatory 1
		AC - Contract Template Greater than \$500,000	President or Treasurer			Signatory 1	
E	Academic Agreements Affiliation, Articulation, Inter-Institutional Collaboration, Binding Memorandum of Understanding, Binding Letter of Intent, Sale of Curriculum	Less than \$100,000				Signatory 2	Signatory 1
		Between \$100,001 and \$500,000			Signatory 2	Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1	
		AC - Contract Template Less than \$500,000				Signatory 2	Signatory 1
		AC - Contract Template Greater than \$500,000	President or Treasurer			Signatory 1	
F	Advancement and Development Agreements Donations, Bequests, Strategic Partnerships and Learning Agreements	Less than \$100,000		Signatory 2: Vice President, Advancement and Strategy		Signatory 1	
		\$100,000 and greater	President	Signatory 1: Vice President, Advancement and Strategy			
		AC - Contract Template Less than \$500,000				Signatory 2	Signatory 1
		AC - Contract Template Greater than \$500,000	President	Signatory 1: Vice President, Advancement and Strategy			
G	Employment Related Agreements Employment Agreements, Negotiated Settlements, Employment Severance Agreements, Letters of Understanding	Standard Offers of Employment					With position and terms appropriately approved, exempt from two signatory requirement
		Settlement and Severance Less than \$100,000		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources	
		Settlement and Severance \$100,000 and greater	President	Signatory 1: Vice President, Human Resources			
		Letters of Understanding and Other Agreements		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources	

Note Agreements not specifically identified in the Schedule, where the Contract Class is not immediately recognizable, Signing Authority will be determined by the President or the Treasurer.

Legend	Category 1 College Administrators	Category 2(A) College Administrators	Category 2(B) College Administrators	Category 3 College Administrators
	The President	Associate Vice Presidents	Deans and Directors	Academic Chairs, Associate Chairs, and Associate Directors
	Senior Vice President and Vice Presidents	Chief Financial Officer, Chief Digital Officer, and Executive Directors		Senior Managers and Managers

4.4 Appendix D

Board Governance Policy

BG II-06

Delegation of Contract Signing Authority

Policy Category :	Board Process		
Date First Approved:	April 25, 2022	Date Last Reviewed	Not Applicable
Board Meeting Number:	528	Mandatory Review Date	April 2028

PURPOSE

This Policy delegates signing authority for executing legal documents, contracts, and instruments in writing on behalf of the College. This Policy is made pursuant to Bylaw 1 of the Board of Governors of the Algonquin College of Applied Arts and Technology, specifically Article 12 “Execution of Documents”.

POLICY

Pursuant to Article 12.2.5, the Board is responsible to direct the manner in which, and the persons by whom, any particular instrument, contract, or obligations of the Corporation may be executed. When approved by resolution by the Board, persons identified with the ability to bind the Corporation may do so without any further authorization or formality being required provided that the signatories have complied with this Policy. The President is accountable for the College’s compliance with this Policy and the Treasurer is responsible for the proper administration of this Policy.

This Policy, including the Delegation of Signing Authority Matrix (attached as Appendix A “Signing Authority Matrix”), authorizes the identified College Administrators to execute legal documents, contracts, and instruments that bind the Corporation on behalf of the College.

The Signing Authority Matrix identifies specific contract types and assigns them into Contract Classes. If a contract requiring execution is not specifically identified in the Signing Authority Matrix and if the Contract Class for the contract is not immediately recognizable, Signing Authority will be determined by the President or the Treasurer.

This Policy is subject to Section 28 of the Ontario Financial Administration Act which restricts the College from entering into binding commitments that serve to increase the indebtedness or contingent liabilities of the Province without obtaining the approval of the Ontario Minister of Finance.

The College has established the following framework to govern the delegation of contract signing authority:

1. College Administrator Categories

1.1 This Policy organizes College Administrators into the following hierarchical categories:

Category 1 College Administrators
The President and Chief Executive Officer
Senior Vice President and Vice Presidents

Category 2(A) College Administrators
Associate Vice Presidents
Chief Financial Officer
Chief Digital Officer
Executive Directors

Category 2(B) College Administrators
Deans and Directors

Category 3 College Administrators
Academic Chairs, Associate Chairs, and Associate Directors
Senior Managers and Managers

1.2 The Signing Authority Matrix organizes agreements into Agreement Types and identifies, by College Administrator Category, the College Administrators delegated to review or approve (execute) binding contracts.

1.3 College Administrators appointed into an Acting Administrator position (whether appointed to cover a temporary leave or for an extended period), are granted the authority of that College Administrator position to review or approve (execute) binding contracts.

1.4 Only Category 1 College Administrators can bind the Corporation for a term that exceeds 5 years in length. Renewal options that the College is unlikely to be able to deny are to be included in the calculation of the total term length for purposes of this Policy.

2. Signatory Requirements and Accountability

2.1 When executing binding contracts, the College requires two Administrators (identified in the Signing Authority Matrix as Signatory 1 and Signatory 2) to attest that contracts have received a diligent review and that their execution is defensible. Agreements identified in Sections 3.4 (Labour-Related Agreements) and 3.5 (Offers of Employment) are exempt from this requirement.

a. Signatory 1 must sign that they have completed a thorough and objective review of the contract's merits and risks before it is presented to Signatory 2 for consideration. This must

include consideration of the need for detailed legal, accounting, technical, governance, and risk assessment, and a calculation of the monetary value of the contract over its binding lifetime.

- b. Signatory 2 must evaluate the contract review conducted by Signatory 1 to determine if there is reasonable assurance that contract execution is defensible and in the Public's best interests.
- c. Upon signing the reviewed contract, Signatory 2 will complete the College's contract review and approval process and the contract will bind the College.

2.2 Binding contracts often require specialist knowledge and scrutiny before being considered for execution. Signatory 1 must ensure that binding contracts requiring specialist knowledge are scrutinized and signed by College leaders with appropriate expertise in Academics, Human Resources, Risk, Facilities, Information Technology, and Finance. For example, equipment donation agreements for gifts-in-kind that require installation and maintenance on College property must be reviewed by the Executive Director, Facilities Management or his/her designate to identify if there are safety or engineering concerns, and to confirm the total cost of ownership calculation before accepting the donation.

2.3 College Administrators must ensure their signing activities are exercised in accordance with this Policy and must act in the best interest of the College and the public when exercising their delegated authority which includes, without limitation, ensuring they are not in an actual, potential, or perceived conflict of interest.

- a. If a College Administrator believes they may have a conflict of interest or believes that signing a document would contravene their obligations under Section 2.1, before signing the document they must declare the conflict or contravention to the President or the Vice President of Finance and Administration.

2.4 Consequences for failing to comply with the requirements of this Policy include the revocation of the authority granted by this Policy, legal action, disciplinary action, or termination.

3. Delegation Rights and Exemptions

3.1 A College Administrator in a higher-level category may, at any time, exercise the authority delegated to a College Administrator in a lower-level category. For example, a College Administrator in Category 1 can at any time exercise the signing authority delegated to a College Administrator in Category 2(A), Category 2(B), or Category 3.

3.2 College Administrators are permitted to delegate their signing authority to a colleague from the same College Administrator Category (or higher), subject to the colleague being knowledgeable on the agreement subject matter and their willingness to accept full accountability. This means, Category 1 Administrator can sign for other Category 1 Administrators, Category 2(A) Administrators for other Category 2(A) Administrators, Category 2(B) Administrators for other Category 2(B) Administrators, and Category 3 Administrators for other Category 3 Administrators.

a. A College Administrator that has accepted an authority delegation from a colleague cannot sub-delegate that authority.

3.3 Should the President or the Treasurer determine that it is in the College's or the public's best interests to do so, they may (in writing) restrict a College Administrator's delegated signing authority. Further, should the President or the Treasurer determine that it is in the College's or the public's best interests to do so, they may (in writing) empower a College Administrator with the authority to act as their designate.

3.4 Labour-Related Agreements. The President may delegate a College Administrator in Human Resources to act and sign on his/her behalf during employee and Union negotiation, settlement, and arbitration proceedings. Collective bargaining agreements and other labour-related legal documents are exempt from the two-signatory requirement.

3.5 Offers of Employment. Offers of Employment are exempt from the two-signatory requirement provided the employment position has been approved by the appropriate authority and the offer includes only standard employment provisions (as determined by Human Resources or as detailed in collective agreements).

4. Legal Form of Contract

4.1 College Administrators are required to use, when available, an approved College contract template as the legal form of contract with External Parties.

a. When the External Party proposes a different legal form of contract, a review is required by the College's Finance and Administrative Services, and Risk Management departments. These departments will assess the contract for compliance with Broader Public Sector Procurement Guidelines and financial and risk impacts. The assessment will also consider legal, accounting, technical, governance, reporting, and ongoing support requirements.

b. When the External Party proposes a different legal form of contract, the College's Chief Financial Officer may require that the College's approved General Terms and Conditions are appended to the External Party's contract.

4.2 New College contract templates are approved by the Office of the Vice President, Finance and Administration.

MONITORING

5. Internal Controls

In situations where the President or the Treasurer believes it would be in the College's financial or reputational interests to do so, they may require a review of the management and compliance of any

contract. College Administrators are expected to provide all support necessary to successfully conduct and complete these review activities.

6. Record Retention

The College's corporate enterprise Finance and Human Management system(s) will serve as the final record keeper for all original fully executed Legal Documents. A copy of executed Legal Documents may be retained in a secure location within the originating department.

RELATED MATERIALS

1. Bylaw #1 of the Board of Governors
2. BG II-02 Financial Management
3. Ontario Finance and Administration Act
4. College General Terms and Conditions <https://www.algonquincollege.com/safety-security-services/internal-control/general-terms-and-conditions/>

APPENDIX A

Signing Authority Matrix

Two Administrative Signatures are required in the Contract Review and Approval process. The Signing Authority Matrix identifies the Minimum Position in Organization Required to Complete a Contract Review and Approval.

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		Between \$25,000 and \$100,000			Signatory 2		Signatory 1	
		Between \$100,001 and \$1,000,000		Signatory 2		Signatory 1		
		Greater than \$1,000,000	President or Treasurer			Signatory 1		
B	Real Property Leasing	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management			
	Real Estate Acquisition and Disposition (Board of Governors Approval Required Before Signing)	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management			
C	Applied Research Binding Proposals, Funding Agreements, Research, Partnership and Collaboration Agreements	Less than \$25,000				Signatory 2	Signatory 1	
		Between \$25,000 and \$100,000			Signatory 2		Signatory 1	
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1		
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D	Revenue Agreements Binding Proposals, Funding Agreements, Teaching and Training, Corporate and Contract Training and Commercial Services	Less than \$25,000				Signatory 2	Signatory 1	
		Between \$25,000 and \$100,000			Signatory 2		Signatory 1	
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1		
		Greater than \$500,000	President or Treasurer			Signatory 1		
		AC - Contract Template Less than \$500,000				Signatory 2		Signatory 1
		AC - Contract Template Greater than \$500,000	President or Treasurer			Signatory 1		
E	Academic Agreements Affiliation, Articulation, Inter-institutional Collaboration, Binding Memorandum of Understanding, Binding Letter of Intent, Sale of Curriculum	Less than \$100,000				Signatory 2	Signatory 1	
		Between \$100,001 and \$500,000			Signatory 2		Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1		
		AC - Contract Template Less than \$500,000				Signatory 2		Signatory 1
F	Advancement and Development Agreements Donations, Bequests, Strategic Partnerships and Naming Agreements	Less than \$100,000			Signatory 2: Vice President, Advancement and Strategy		Signatory 1	
		\$100,000 and greater	President		Signatory 1: Vice President, Advancement and Strategy			
		AC - Contract Template Less than \$500,000					Signatory 2	Signatory 1
		AC - Contract Template Greater than \$500,000	President		Signatory 1: Vice President, Advancement and Strategy			
G	Employment Related Agreements Employment Agreements, Negotiated Settlements, Employment Severance Agreements, Letters of Understanding	Standard Offers of Employment					With position and terms appropriately approved, exempt from two signatory requirement	
		Settlement and Severance Less than \$100,000		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources		
		Settlement and Severance \$100,000 and greater	President	Signatory 1: Vice President, Human Resources				
		Letters of Understanding and Other Agreements		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources		

Note Agreements not specifically identified in the Schedule, where the Contract Class is not immediately recognizable, Signing Authority will be determined by the President or the Treasurer.

Legend

Category 1 College Administrators	Category 2(A) College Administrators	Category 2(B) College Administrators	Category 3 College Administrators
The President	Associate Vice Presidents	Deans and Directors	Academic Chairs, Associate Chairs, and Associate Directors
Senior Vice President and Vice Presidents	Chief Financial Officer, Chief Digital Officer, and Executive Directors		Senior Managers and Managers

4.4 Appendix E

Report title:	2023-24 New External Governor Appointment
Report to:	Board of Governors
Date:	June 5, 2023
Author/Presenter:	Steve Barkhouse, Chair, Governance Committee

1. RECOMMENDATION:

THAT the Board of Governors approve the appointment of Brian Coburn, Michele Bellows, and Bharat Rudra to the Board of Governors for a three-year term of office, effective September 1, 2023.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide information on the governor candidate recruitment and selection process that was completed on April 18, 2023. Every year, the Governance Committee acts as the Board’s Nomination Committee to review governors’ terms of office and to recruit candidates to fill vacancies that occur on the Board as a result of resignations, or Governors coming to the end of their terms of office.

3. BACKGROUND:

Governors Audrey Lawrence, Cyril McKelvie, Steve Barkhouse, and Board Chair Gail Beck come to the end of their terms of office as of August 31, 2023. The Governance Committee was constituted as the Board’s Nominating Committee in February to launch an open and transparent recruitment campaign. The recruitment campaign ran from February 6 to March 10, 2023, resulting in 21 candidate applications. Ten candidates were short-listed and interviews were held on April 11, 12, and 18, 2023.

The results of the interviews were communicated to the Governance Committee, and after consideration, it recommended the appointments of Brian Coburn, Michele Bellows, and Bharat Rudra as the successful in-coming Governors effective September 1, 2023.

4. DISCUSSION:

It is the Board of Governors’ responsibility to ensure the Board membership reflects and represents the stakeholders of the local community, the overall strategic direction of the College, and the Board’s succession plans (Policy BGI-02, #4). As such, the Governance

4.4 Appendix E

Committee considered the skills and expertise currently on the Board, and the gaps that will result from the planned vacancy.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

The appointment of Governors who are familiar with, can speak to local community needs and who are in touch with employers and industry will bring relevant information and advice to the College management. This will benefit all learners.

7. FINANCIAL IMPACT:

There are no direct financial impacts associated with the appointment of new Governors to the Board.

8. HUMAN RESOURCES IMPACT:

There are no direct human resources impacts associated with the appointment of a new Governor to the Board.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In accordance with Algonquin College’s corporate Bylaw No. 1, the Board of Governors is responsible for the appointment of external governors as follows:

Section 4.2.2

“Eight (external) governors are to be appointed by the members of the Board holding office at the time of appointment; “

10. COMMUNICATIONS:

After the appointment of Brian Coburn, Michele Bellows, and Bharat Rudra to the Board of Governors, information will be circulated to the broader College community. The Board’s public website will be updated with their biographies after September 1, 2023.

4.4 Appendix E

11. CONCLUSION:

This report provides details associated with the Board's recruitment campaign and selection process for Spring 2023, which has resulted in a recommendation to appoint governors-elect to the Board of Governors.

Respectfully submitted:



Claude Brulé
President and CEO

4.4 Appendix F

Report title:	2023-24 Board of Governors Officers and Committee Membership Appointments
Report to:	Board of Governors
Date:	June 5, 2023
Author/Presenter:	Steve Barkhouse, Chair, Governance Committee

1. RECOMMENDATION:

THAT the Board of Governors approve the appointments of Officers of the Board and memberships on Board Committees with terms beginning September 1, 2023 to August 31, 2024.

The Governance Committee is pleased to present the 2023-24 Officers of the Board, Board Committee Chairs, Committee Vice Chair and Committee Memberships appointments:

EXECUTIVE COMMITTEE	
Board Chair	Jamie McCracken
Board Vice Chair	Steven Tudor
President & CEO	Claude Brulé
Chair, Governance Committee	Stephen Tudor
Chair, Academic & Student Affairs Committee	Rodney Wilson
Chair, Audit & Risk Management Committee	Ikram Zouari
GOVERNANCE COMMITTEE	
Committee Chair	Stephen Tudor
Committee Vice Chair	Anthony Pollard
Board Chair	Jamie McCracken
President & CEO	Claude Brulé
External Governor	Gabrielle Berard
External Governor	Michele Bellows
Internal Governor - Administrative Staff Representative	Laura Jarrell
Internal Governor – Support Staff Representative	Wadhah Almonaifi
ACADEMIC & STUDENT AFFAIRS COMMITTEE	
Committee Chair	Rodney Wilson
Committee Vice Chair	Gabrielle Berard
Board Chair	Jamie McCracken
President & CEO	Claude Brulé
External Governor	Anthony Pollard

4.4 Appendix F

External Governor	Bharat Rudra
External Governor	Shaun Denis
Student Governor	Brandon Wong-Dearing
Internal Governor - Academic Staff Representative	Rebecca Wakelin
Internal Resource, SVP Academic	Christopher Janzen
Internal Resource, VP Student Services	Laura Stanbra
AUDIT & RISK MANAGEMENT COMMITTEE	
Committee Chair	Ikram Zouari
Committee Vice Chair	Jeff Darwin
Board Chair	Jamie McCracken
President & CEO	Claude Brulé
External Governor	Brian Coburn
External Governor	Rodney Wilson
External Governor	Shaun Denis
External Governor	Stephen Tudor
Internal Resource, VP Finance & Administration	Duane McNair
Internal Resource, CFO, Finance & Administration	Grant Perry

Appendix C: 2023-24 BOG Officer Position - Committee Memberships

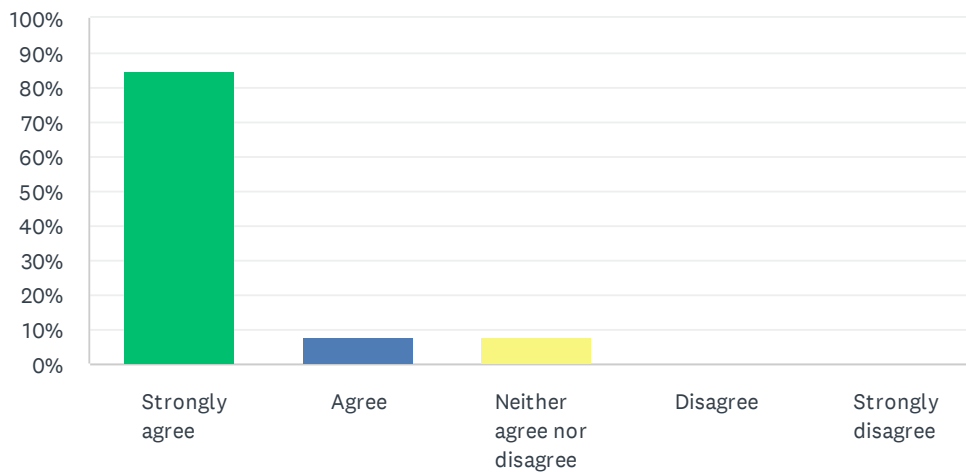
ALGONQUIN COLLEGE BOARD OF GOVERNORS
2023-24 Board Committee Memberships

2023-24												
Governor Name		2023-24 ARM			2023-24 ASAC			2023-24 Governance			2023-24 Board	
		Member	Vice	Chair	Member	Vice	Chair	Member	Vice	Chair	Vice	Chair
12	Anthony Pollard				1				1			
17	Bharat Rudra				1							
14	Brandon Wong-Dearing - Student				1							
1	Brian Coburn	1										
2	Claude Brulé - <i>President</i>	1			1			1				
2	Gabrielle Berard					1		1				
4	Ikram Zouari			1								
5	Jamie McCracken	1			1			1				1
6	Jeff Darwin		1									
7	Laura Jarrell - <i>Administrative</i>							1				
16	Michele Bellows							1				
8	Rebecca Wakelin - <i>Academic</i>				1							
9	Rodney Wilson	1					1					
10	Shaun Denis	1			1							
11	Stephen Tudor	1								1	1	
13	Wadhah Almonaifi - Support Staff							1				
TOTALS		6	1	1	7	1	1	6	1	1	1	1
		BOG Chair – Jamie McCracken			BOG Chair – Jamie McCracken			BOG Chair – Jamie McCracken				
		President – Claude Brulé			President – Claude Brulé			President – Claude Brulé				
		+ at least 4 external Governors only			+ at least 5 Governors			+ at least 5 Governors				
		1. Ikram Zouari - Chair			1. Rodney Wilson - Chair			1. Stephen Tudor - Chair				
		2. Jeff Darwin - Vice Chair			2. Gabrielle Berard - Vice Chair			2. Tony Pollard - Vice Chair				
		3. Brian Coburn			3. Bharat Rudra			3. Wadhah Almonaifi				
		4. Rodney Wilson			4. Brandon Wong-Dearing			4. Gabrielle Berard				
		5. Shaun Denis			5. Rebecca Wakelin			5. Laura Jarrell				
		6. Stephen Tudor			6. Shaun Denis			6. Michele Bellows				
					7. Tony Pollard							
		Total = 8			Total = 9			Total = 8				
Internal Resources >>>>		Duane McNair			Chris Janzen							
		Grant Perry			Laura Stanbra							
		Emily Woods										

4.4 Appendix H

Q2 The Board understands the mandate of Algonquin College.

Answered: 13 Skipped: 0

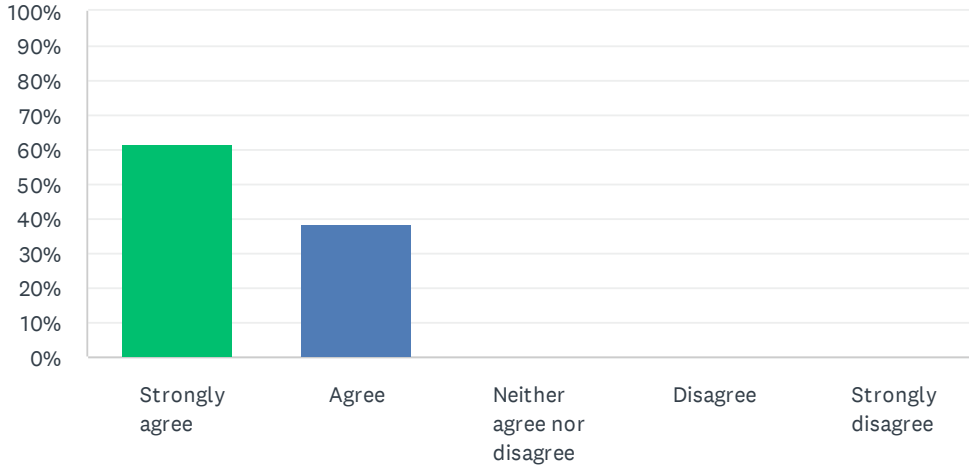


ANSWER CHOICES	RESPONSES	
Strongly agree	84.62%	11
Agree	7.69%	1
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	I believe that the Board as a whole has a strong understanding of both the legislative mandate of the College and its commitment to its learners.	5/8/2023 10:48 AM
2	Our board member on-boarding practices and meeting/retreat materials ensure that the mandate is well understood.	5/5/2023 4:43 PM
3	On going Board, Committee and other meetings continually reinforces the role and responsibilities of members under the mandate of Algonquin College. In point of fact this was a major reference point of interviews by the Sub Committee with prospective Board Members.	4/26/2023 10:23 AM
4	I do. I am not sure everyone does as I have never asked.	4/22/2023 4:25 PM
5	Mostly, yes. I still feel it's a bit high level though and am interested in showing the Board more of the daily things that go on for more insight.	4/21/2023 10:57 AM

Q3 The responsibilities of the Board and Management are clearly delineated and adhered to.

Answered: 13 Skipped: 0

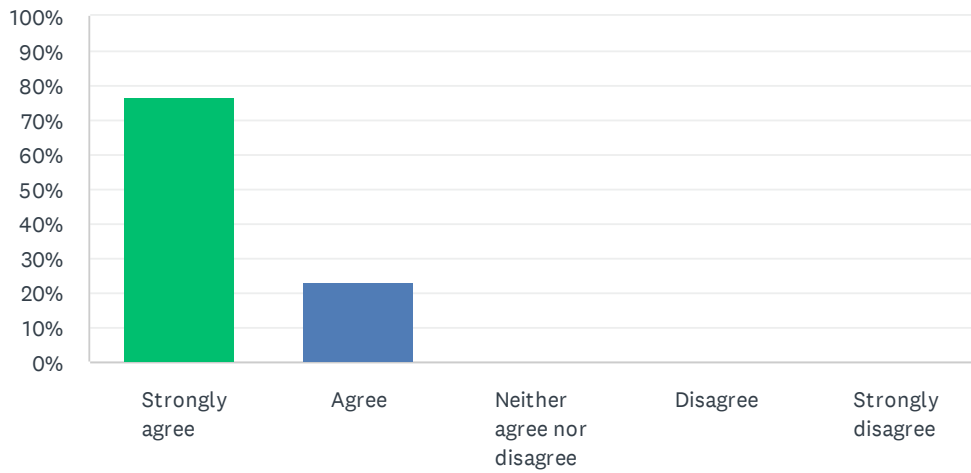


ANSWER CHOICES	RESPONSES
Strongly agree	61.54% 8
Agree	38.46% 5
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	I agree with this statement. In my observation, the relationship between the Board and Management has been positive and collaborative. However, ensuring that this relationship continues to be clearly delineated and adhered to going forward is critical in the event of future challenges.	5/8/2023 10:48 AM
2	Excellent communication between the Board and the AC Exec team helps support and facilitate the well understood roles that each group plays at AC	5/3/2023 2:34 PM
3	I strongly agree and reference Question 2 response above.	4/26/2023 10:23 AM
4	Management could be more collaborative using the board as a resource.	4/22/2023 4:25 PM
5	Yes - and having ACLT join in with us for many events helps with this.	4/21/2023 10:57 AM
6	Both board and management have done a great job of delineating roles.	4/20/2023 8:51 AM

Q4 The Board establishes clear objectives and annual work plans for itself.

Answered: 13 Skipped: 0

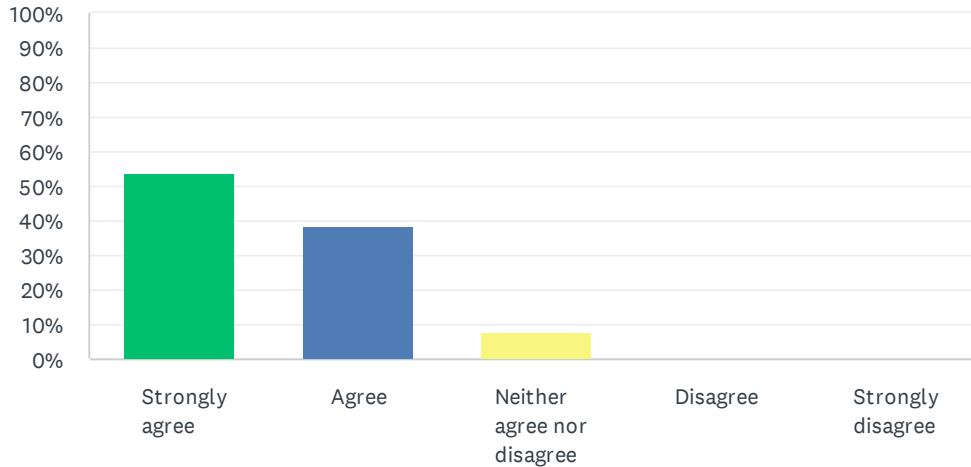


ANSWER CHOICES	RESPONSES	
Strongly agree	76.92%	10
Agree	23.08%	3
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Work plans for all sub-committees and the overall Board are well documented, communicated and well understood	5/3/2023 2:34 PM
2	yet, still has the flexibility to change, if needed.	4/21/2023 12:22 PM
3	Very clear. I would like more input into what goes into this plan - perhaps the Governance Committee might be a good choice for me.	4/21/2023 10:57 AM

Q5 The Board is appropriately involved in establishing strategy for Algonquin College.

Answered: 13 Skipped: 0

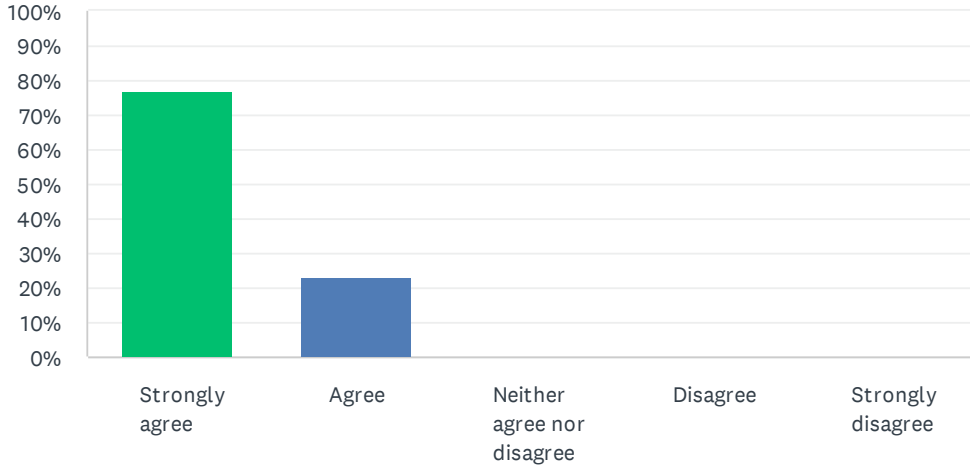


ANSWER CHOICES	RESPONSES	
Strongly agree	53.85%	7
Agree	38.46%	5
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Board has a high degree of involvement in the development of the Strategic plan for AC. This is facilitated through both the overall Board work plan and the various Generative discussions the Board has conducted with the AC management team	5/3/2023 2:34 PM
2	see #3 above	4/22/2023 4:25 PM
3	I haven't seen us do too much of this yet.	4/21/2023 10:57 AM
4	The board clearly understands its role in the strategic planning cycle.	4/20/2023 8:51 AM

Q6 The Board ensures that strategy is translated into an annual business plan, operating, and capital budgets and metrics.

Answered: 13 Skipped: 0

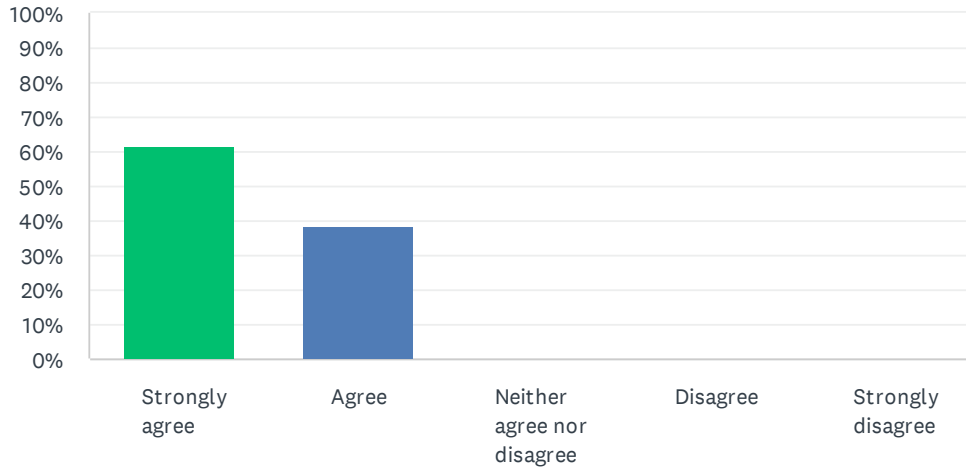


ANSWER CHOICES	RESPONSES	
Strongly agree	76.92%	10
Agree	23.08%	3
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	The Board reviews and provides both critique and overall feedback on the business plan and the associated objectives	5/3/2023 2:34 PM

Q7 The Board monitors business performance against the business goals set with Management.

Answered: 13 Skipped: 0

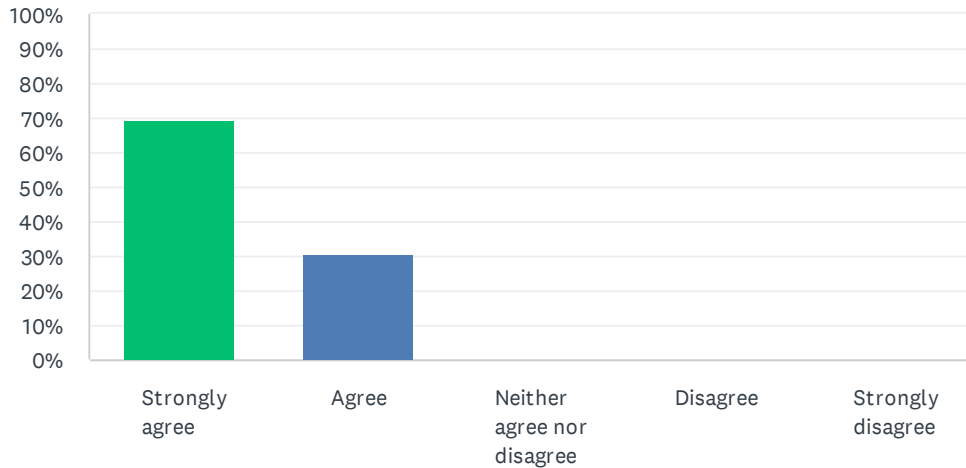


ANSWER CHOICES	RESPONSES	
Strongly agree	61.54%	8
Agree	38.46%	5
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	This is accomplished at the many reports scheduled at the ARM, ASAC committees and the overall Board	5/3/2023 2:34 PM
2	Opportunity: board request metrics beyond what management presents.	4/22/2023 4:25 PM
3	Yes, and very efficiently, too.	4/21/2023 10:57 AM

Q8 The Board sets annual performance objectives effectively with the President/CEO using the Strategic Plan, annual Business Plan and annual Budget process.

Answered: 13 Skipped: 0

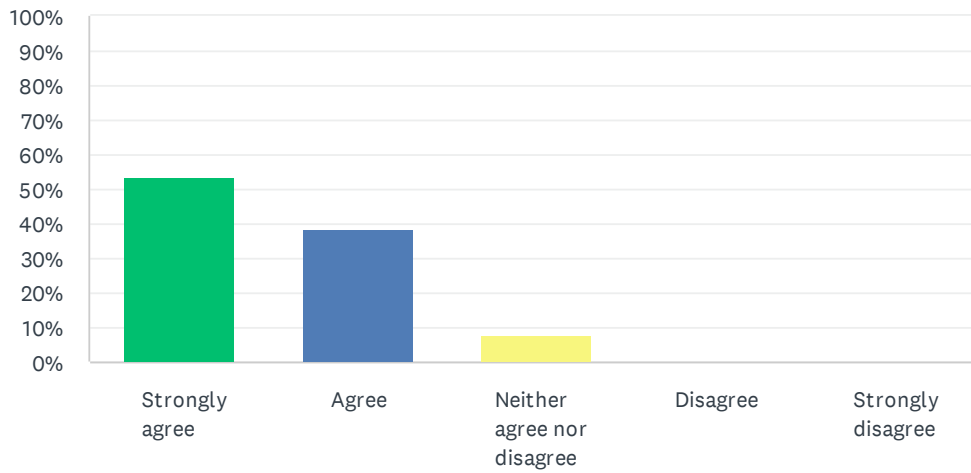


ANSWER CHOICES	RESPONSES	
Strongly agree	69.23%	9
Agree	30.77%	4
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	we are getting better. Opportunity: tighten further and have Executive focus objectives.	4/22/2023 4:25 PM
2	Not sure I've done too much of this yet.	4/21/2023 10:57 AM
3	This has been a developmental process for the past two years. It is working well.	4/20/2023 8:51 AM

Q9 The Board effectively evaluates the President/CEO's performance.

Answered: 13 Skipped: 0

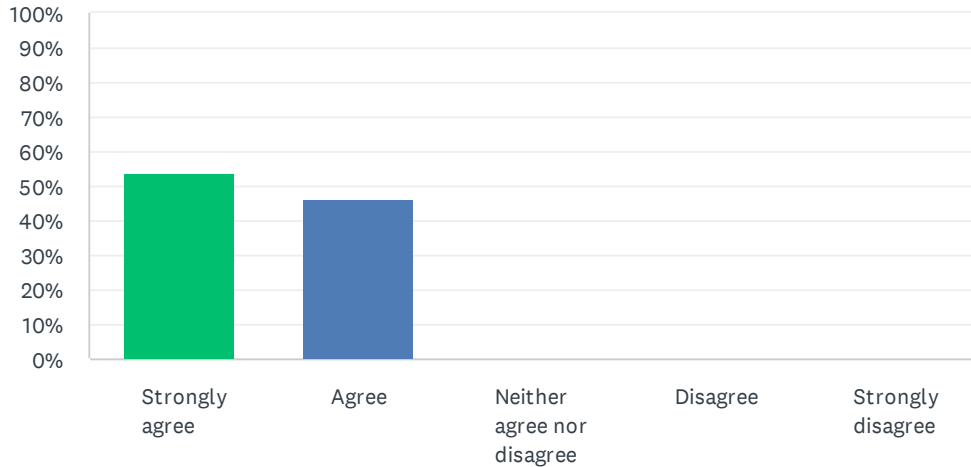


ANSWER CHOICES	RESPONSES
Strongly agree	53.85% 7
Agree	38.46% 5
Neither agree nor disagree	7.69% 1
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	Understanding of process for governors could be clearer.	5/8/2023 10:48 AM
2	I am not included in this evaluation as an internal member.	5/5/2023 4:43 PM
3	The reviews of the CEO performance against key objectives is completed on a regular bases. More feedback on the broader areas of performance, I think would be helpful for the CEO	5/3/2023 2:34 PM
4	see #8 above	4/22/2023 4:25 PM

Q10 The Board understands the nature and extent of risks faced by Algonquin College.

Answered: 13 Skipped: 0

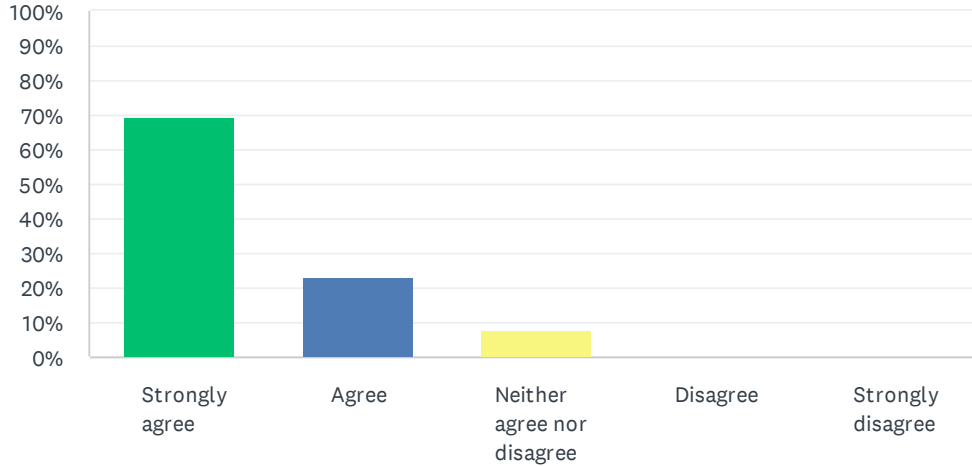


ANSWER CHOICES	RESPONSES	
Strongly agree	53.85%	7
Agree	46.15%	6
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	I believe that a significant and appropriate portion of the Board's time is dedicated to understanding and projecting external risk.	5/8/2023 10:48 AM
2	The recent discussions about financial stability and cyber security were particularly helpful.	5/5/2023 4:43 PM
3	These risks are well documented and reviewed with both the Board and ARM committee	5/3/2023 2:34 PM
4	This question is subject to greater interpretation. The risks, particularly with respect to financial sustainability and domestic and international enrolment, are difficult to delineate given the volatile situation domestically and internationally. However the Board does understand the risks; but we have no chrysal ball.	4/26/2023 10:23 AM
5	Opportunity: additional board training in this area	4/22/2023 4:25 PM
6	This is the most eye-opening and insightful part of this, in my opinion.	4/21/2023 10:57 AM
7	We have an excellent enterprise risk management plan	4/20/2023 8:51 AM

Q11 The Board understands the policies and procedures Algonquin College has in place to identify, monitor and manage risk.

Answered: 13 Skipped: 0

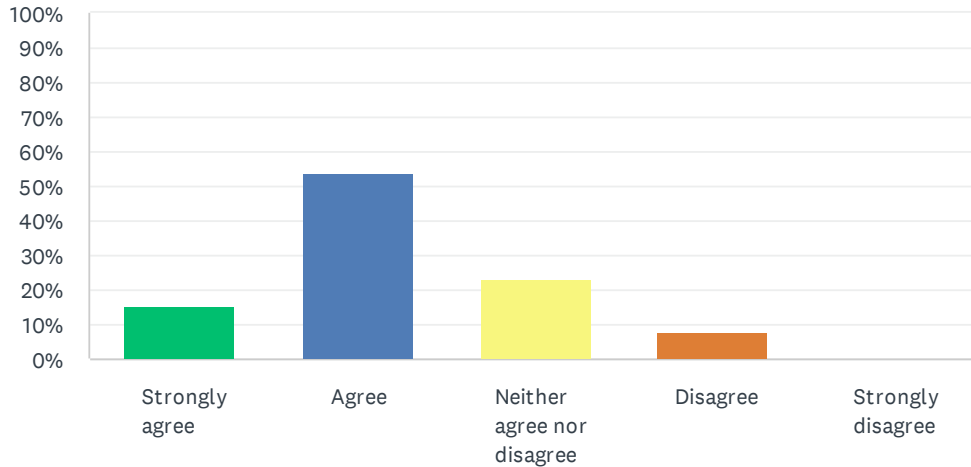


ANSWER CHOICES	RESPONSES	
Strongly agree	69.23%	9
Agree	23.08%	3
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	see #10 above	4/22/2023 4:25 PM

Q12 The Board understands the programs that are in place at Algonquin College.

Answered: 13 Skipped: 0

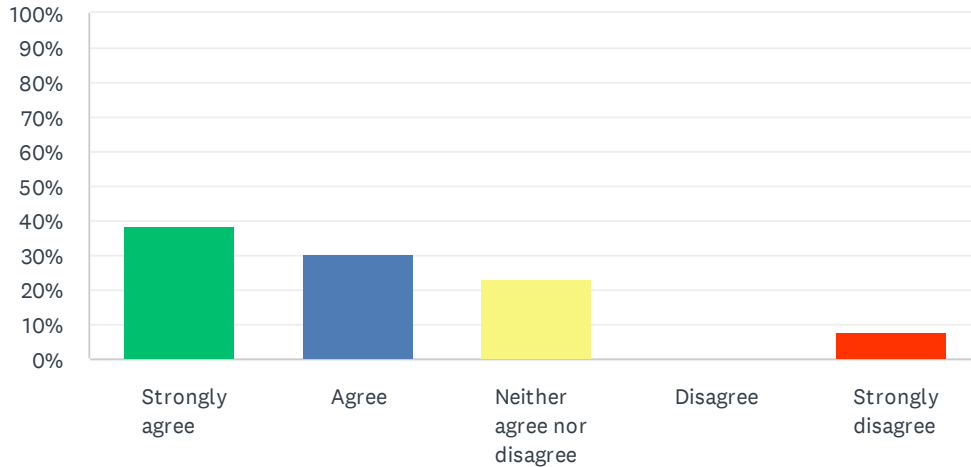


ANSWER CHOICES	RESPONSES	
Strongly agree	15.38%	2
Agree	53.85%	7
Neither agree nor disagree	23.08%	3
Disagree	7.69%	1
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Program review process is thorough and highly visible to full Board.	5/8/2023 10:48 AM
2	I am very familiar with our programs based on my role at the College. I am not sure how familiar with the Board is with the depth and breadth of our program offerings and the differences between credentials. I would be curious how external governors respond and if they identify a need or desire for more information.	5/5/2023 4:43 PM
3	I think more visibility of all of the programs offered at AC would be helpful to the Board	5/3/2023 2:34 PM
4	I believe the board understands what they are required to understand. I think there are very few board members that know all programs available at Algonquin let alone understand them.	4/22/2023 4:25 PM
5	New members may still not be fully aware as they are very extensive and varied.	4/21/2023 12:22 PM
6	I am not sure about this one. I sense there's a disconnect between what goes on in the academic side of things and the Board.	4/21/2023 10:57 AM
7	This is an ongoing process of communication through the work of the ASAC committee	4/20/2023 8:51 AM

Q13 The Board is apprised of the succession planning process by the Senior Management Team.

Answered: 13 Skipped: 0

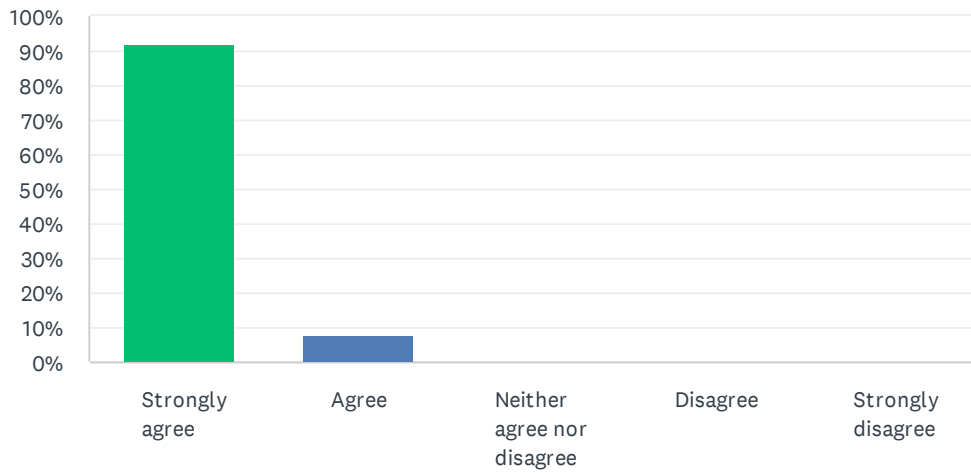


ANSWER CHOICES	RESPONSES
Strongly agree	38.46% 5
Agree	30.77% 4
Neither agree nor disagree	23.08% 3
Disagree	0.00% 0
Strongly disagree	7.69% 1
TOTAL	13

#	COMMENTS	DATE
1	I am not aware of any specific discussions around succession planning	5/3/2023 2:34 PM
2	The BOG has only one employee in the President. Appraisals of succession planning on the Senior Management Team are provided as a welcome courtesy to the BOG.	4/26/2023 4:10 PM
3	Giver that there may be delays due to cascading changes	4/21/2023 12:22 PM
4	A detailed plan has been presented to the board	4/20/2023 8:51 AM
5	Not aware of this	4/18/2023 4:25 PM

Q14 The Board demonstrates leadership in "living" the code of conduct.

Answered: 13 Skipped: 0

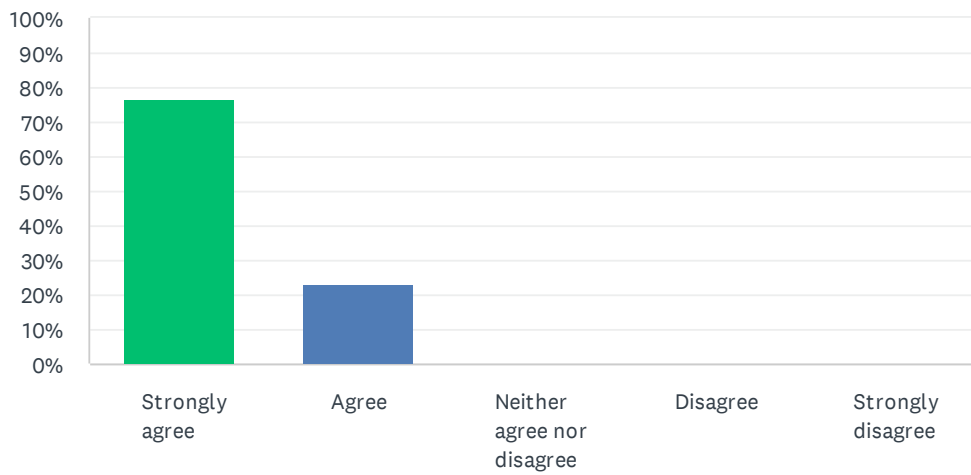


ANSWER CHOICES	RESPONSES	
Strongly agree	92.31%	12
Agree	7.69%	1
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	I am consistently impressed by the professionalism, courtesy and respect shown around the Board table.	5/8/2023 10:48 AM

Q15 The Board's mandate and work plan are reviewed annually.

Answered: 13 Skipped: 0

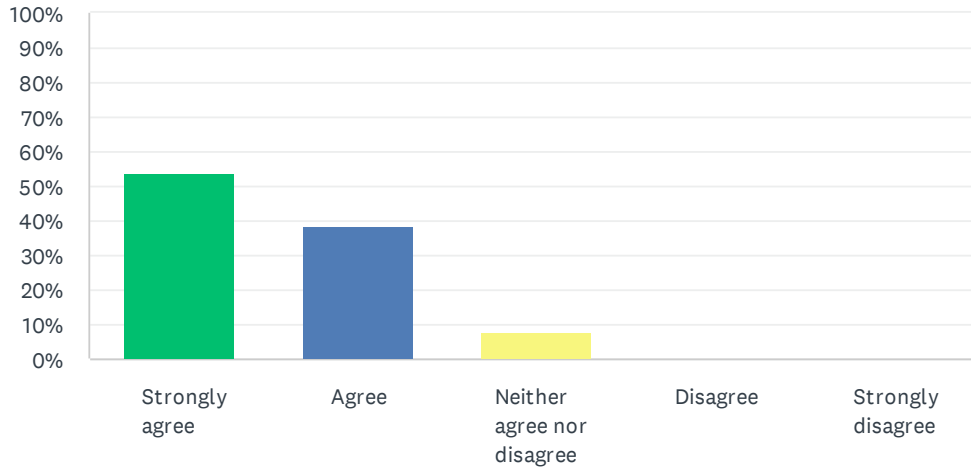


ANSWER CHOICES	RESPONSES	
Strongly agree	76.92%	10
Agree	23.08%	3
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Again, I'd like a mechanism to have more input into this.	4/21/2023 10:57 AM

Q16 I am satisfied with the performance and information from the Governance Committee.

Answered: 13 Skipped: 0

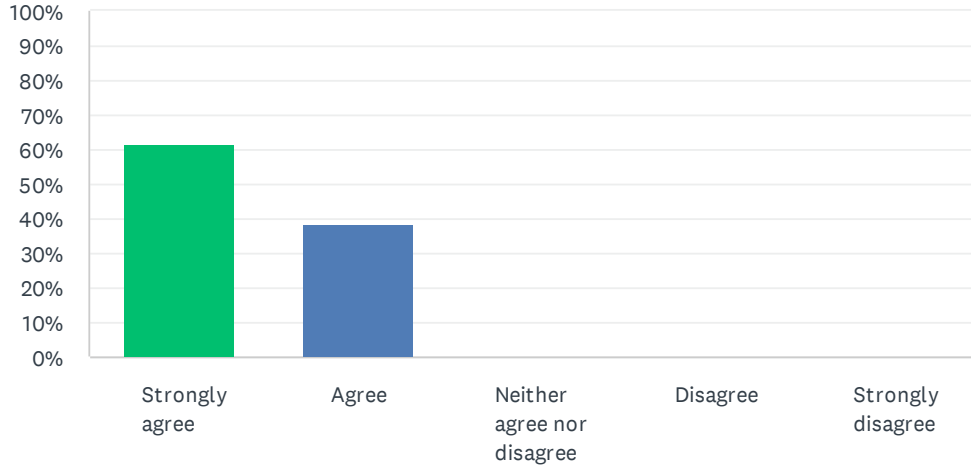


ANSWER CHOICES	RESPONSES	
Strongly agree	53.85%	7
Agree	38.46%	5
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	I only have limited exposure to the Governance Committee	5/3/2023 2:34 PM
2	As a member, perhaps I am biased, or should declare a "conflict" in response!	4/26/2023 10:23 AM
3	Opportunity: we have made a move to have chairs present at the board meetings to give the board and community a better understanding of the work being performed at the committee level. I encourage this to grow further. As well, with the speed of the recent meetings, there may be time (if there is an apatite) to have chairs briefly provide in camera comments that would aid non-committee members in understanding and appreciating the issues.	4/22/2023 4:25 PM

Q17 I am satisfied with the performance and information from the Audit & Risk Management Committee.

Answered: 13 Skipped: 0

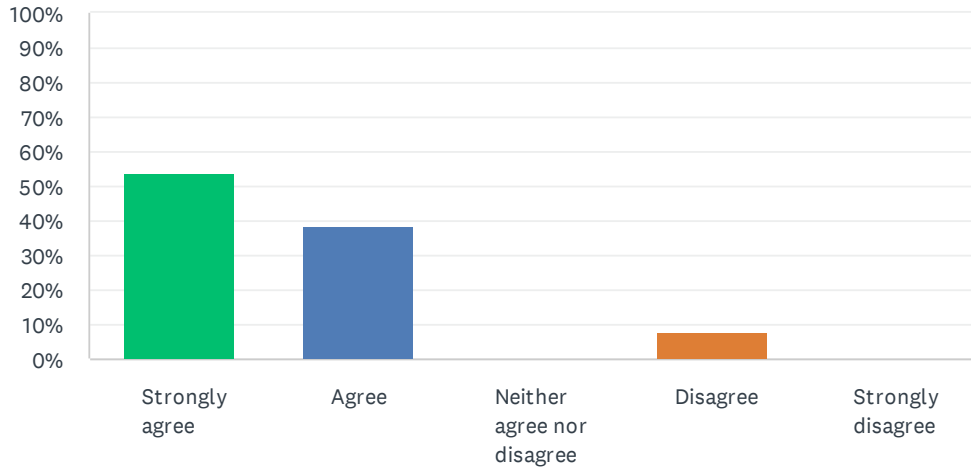


ANSWER CHOICES	RESPONSES
Strongly agree	61.54% 8
Agree	38.46% 5
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	Agree. As discussed at previous Board Generative Discussion, the information received from the ARM Committee would have greater value with the addition of continuing education opportunities in the area of business accounting.	5/8/2023 10:48 AM
2	See #16 above	4/22/2023 4:25 PM

Q18 I am satisfied with the performance and information from the Academic and Student Affairs Committee.

Answered: 13 Skipped: 0

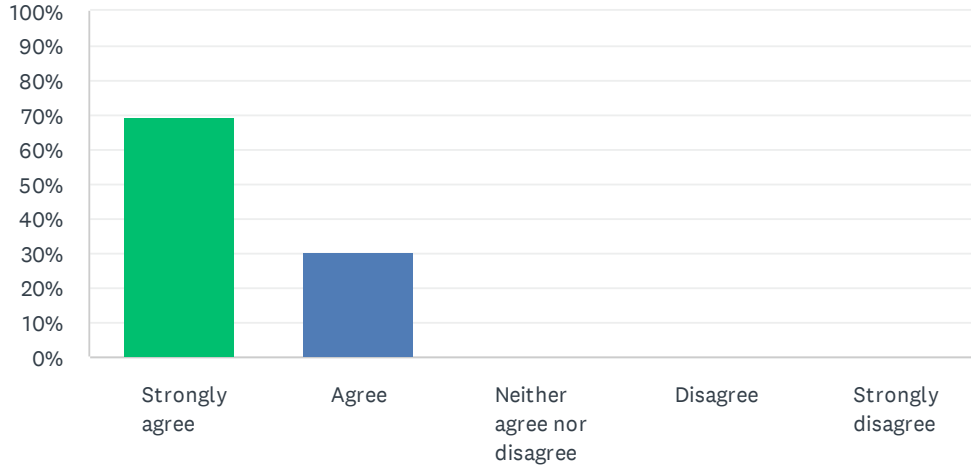


ANSWER CHOICES	RESPONSES
Strongly agree	53.85% 7
Agree	38.46% 5
Neither agree nor disagree	0.00% 0
Disagree	7.69% 1
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	See #16 above	4/22/2023 4:25 PM
2	The information given to ASAC as part of the mandate might need review.	4/21/2023 10:57 AM

Q19 The information I receive allows me to monitor results, identify areas of concern, and understand important issues.

Answered: 13 Skipped: 0

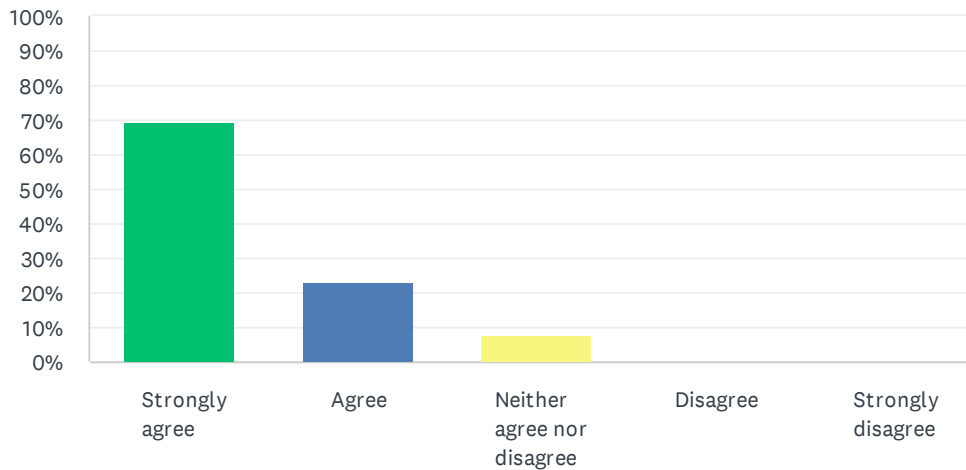


ANSWER CHOICES	RESPONSES
Strongly agree	69.23% 9
Agree	30.77% 4
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	Generally agree, but would note that on occasion, the sequence in which information is provided can make it challenging to make interventions in a timely way. I believe this could be addressed in part by more informal communication from committee chairs with the full board regarding areas of concern at the committee level.	5/8/2023 10:48 AM
2	Both the committee reporting and Board reporting is very complete and accurate	5/3/2023 2:34 PM

Q20 I have adequate access through the Chair of the Board or through the President of the College to Senior Management outside of Board and Committee meetings.

Answered: 13 Skipped: 0

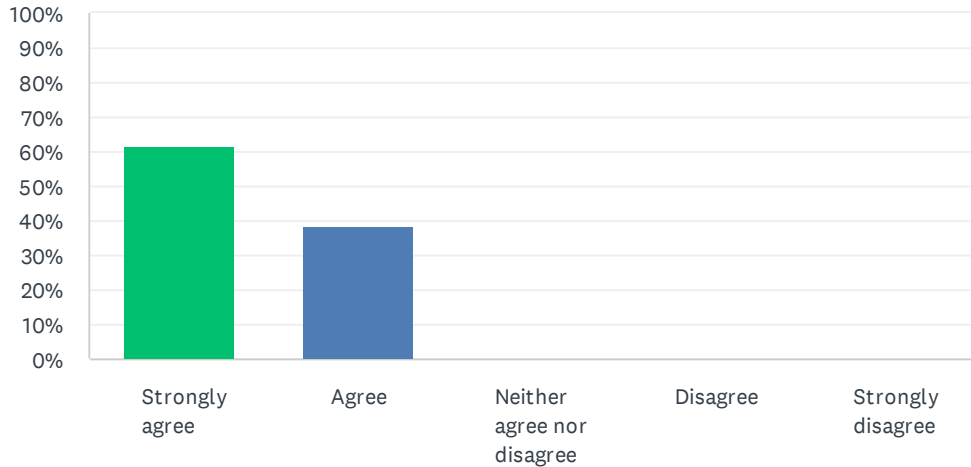


ANSWER CHOICES	RESPONSES	
Strongly agree	69.23%	9
Agree	23.08%	3
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Strongly agree — both the Chair of the Board and Senior Management are open and accessible.	5/8/2023 10:48 AM
2	I have not really explored that option	5/3/2023 2:34 PM
3	Personally, I don't hesitate to make inquiries of the Senior Management Team with a cc to my Committee Chair and/or the President.	4/26/2023 4:10 PM
4	Opportunity: as a senior board member, I understand this luxury and I take advantage of it. I do not believe that many other board members do. however, this also may be a quick show of hands in an in camera session to determine and encourage.	4/22/2023 4:25 PM
5	If I require this	4/18/2023 4:25 PM

Q21 The Board's goals, expectations and concerns are clearly and openly communicated with Management.

Answered: 13 Skipped: 0

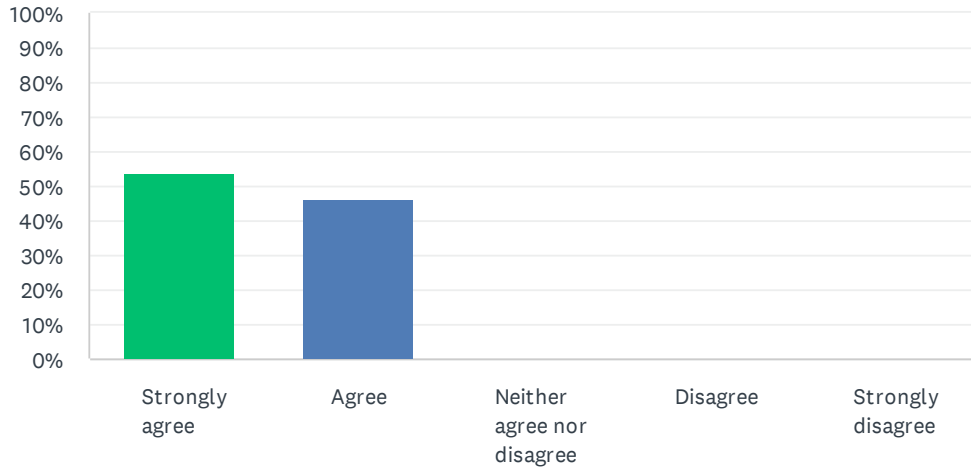


ANSWER CHOICES	RESPONSES	
Strongly agree	61.54%	8
Agree	38.46%	5
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Opportunity: I only see the comments made at the board and my committee meeting; from this perspective, I believe there is opportunity to improve. I would be curious to learn managements opinion on this question as they would have a more fulsome perspective.	4/22/2023 4:25 PM

Q22 The Board is proactive in providing guidance and strategic input to Management.

Answered: 13 Skipped: 0

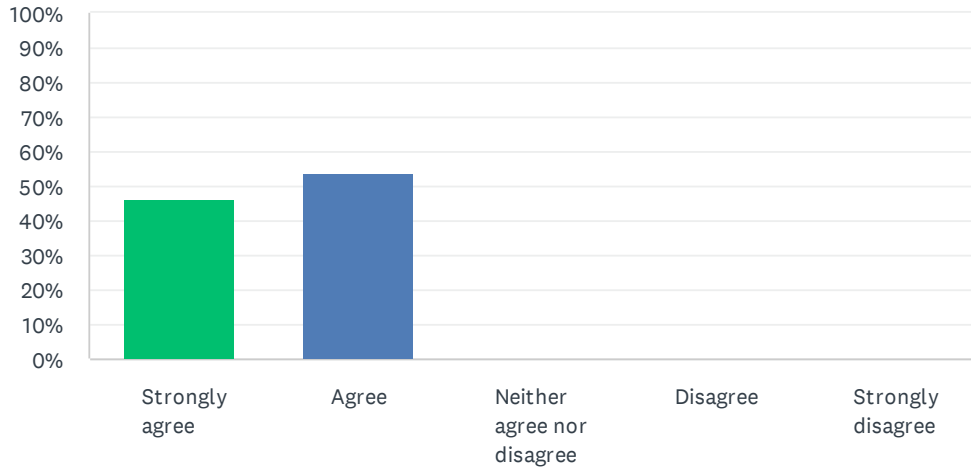


ANSWER CHOICES	RESPONSES	
Strongly agree	53.85%	7
Agree	46.15%	6
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Generally agree, but believe that the Board could be more focused in translating the outcomes from generative discussions into specific guidance and action items for Management.	5/8/2023 10:48 AM
2	The Generative discussions have been a great venue to facilitate greater dialog with the AC management team. An excellent venue and well facilitated. As well very appropriate topics chosen for the sessions	5/3/2023 2:34 PM
3	Opportunity to improve	4/22/2023 4:25 PM
4	Might there be more formal mechanisms for this to happen?	4/21/2023 10:57 AM

Q23 The Board holds Management accountable for results and meeting its commitments.

Answered: 13 Skipped: 0

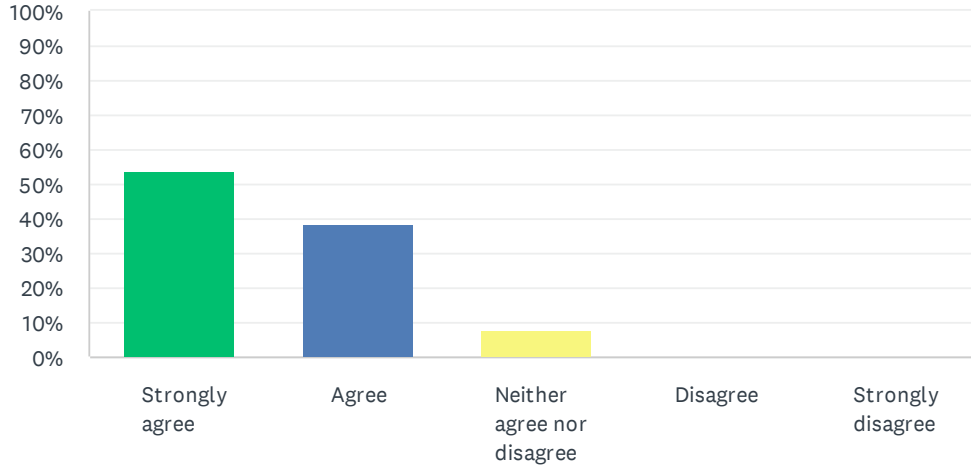


ANSWER CHOICES	RESPONSES	
Strongly agree	46.15%	6
Agree	53.85%	7
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	tough one as management is so strong with detailed presentations. Board is challenged to keep up.	4/22/2023 4:25 PM

Q24 Management communicates with the Board in an open, candid and timely manner.

Answered: 13 Skipped: 0

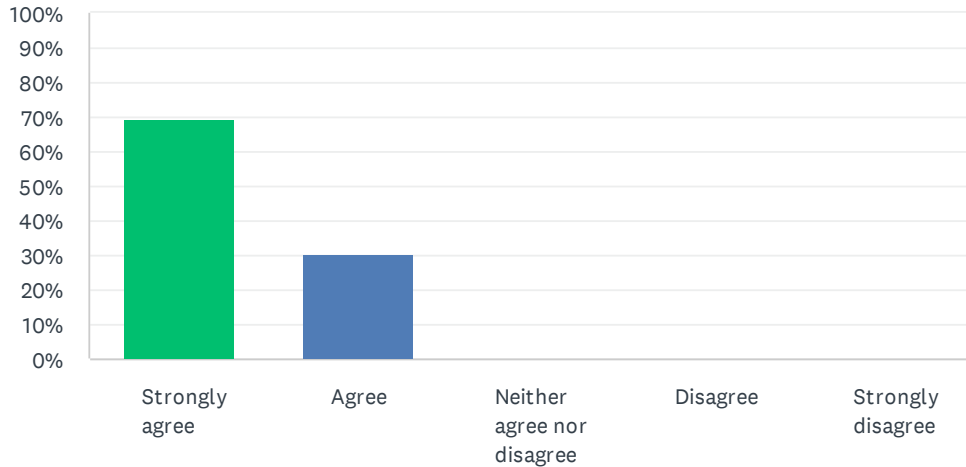


ANSWER CHOICES	RESPONSES	
Strongly agree	53.85%	7
Agree	38.46%	5
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Claude and his management team are very open and collaborative. They genuinely appreciate the Board feedback	5/3/2023 2:34 PM
2	Opportunity: see above, more collaboration.	4/22/2023 4:25 PM
3	Maybe. I do get the impression (this might just be me) that some information can be more curated than raw.	4/21/2023 10:57 AM
4	Management and the board have an excellent, open and productive relationship.	4/20/2023 8:51 AM

Q25 Management is sufficiently responsive to questions and issues raised by the Board.

Answered: 13 Skipped: 0

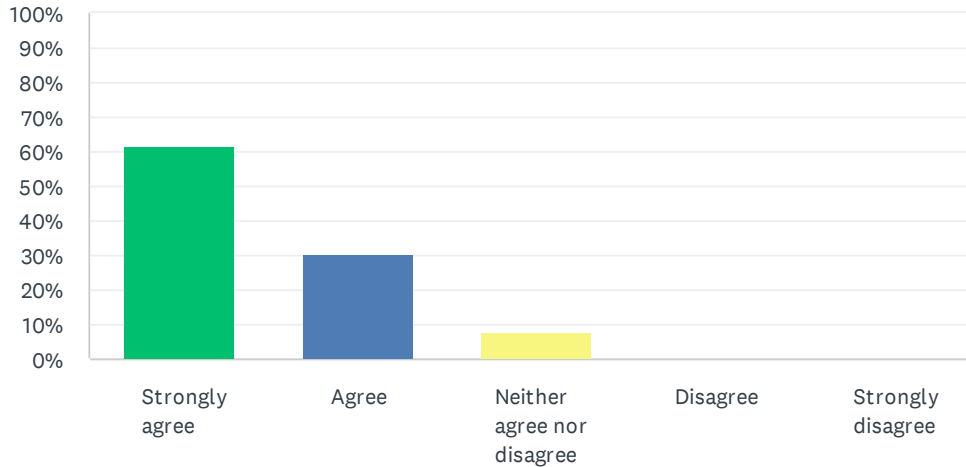


ANSWER CHOICES	RESPONSES
Strongly agree	69.23% 9
Agree	30.77% 4
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	Answers and follow-up are thorough.	5/8/2023 10:48 AM
2	I find management to be extremely responsive.	5/5/2023 4:43 PM
3	Management is very appreciative of all Board input and feedback	5/3/2023 2:34 PM

Q26 I am satisfied with the Board's process for the identification, selection and approval of candidates for governor positions.

Answered: 13 Skipped: 0

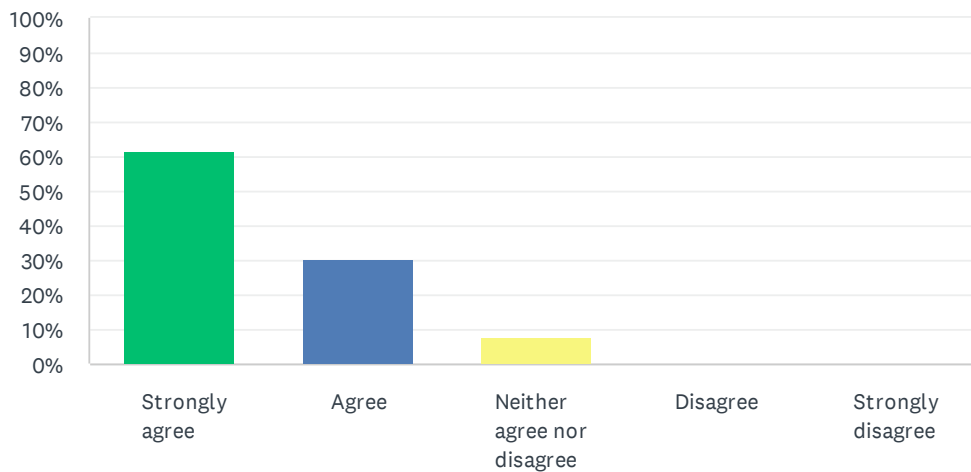


ANSWER CHOICES	RESPONSES
Strongly agree	61.54% 8
Agree	30.77% 4
Neither agree nor disagree	7.69% 1
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	I am not familiar with the Board's process for the identification, selection and approval of candidates for governor positions.	5/8/2023 10:48 AM
2	While they have been universally great, I must confess that I do not understand the process regarding LGIC appointments.	4/26/2023 4:10 PM
3	Opportunity: continue to use/update skills matrix, debrief last session, check references and perform Police check	4/22/2023 4:25 PM
4	We need to be more resourceful to hire to more diversity in all its forms including indigenous	4/18/2023 4:25 PM

Q27 I am satisfied with the process of orientation of new governors.

Answered: 13 Skipped: 0

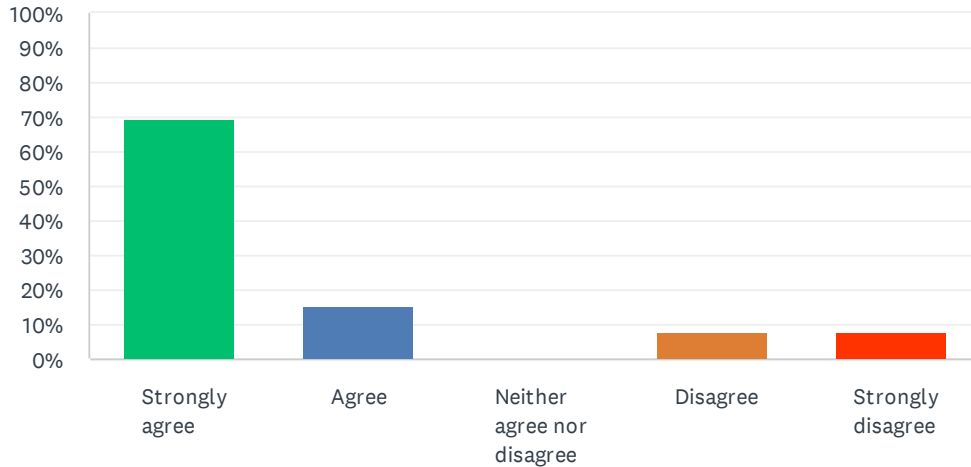


ANSWER CHOICES	RESPONSES	
Strongly agree	61.54%	8
Agree	30.77%	4
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	It has been some time since my orientation so the process may have changed. However, I will reiterate my feedback here in the event it's still relevant. I found the 2021 orientation process to be useful in that it provided a high-level structural overview of the governance and machinery of the Board and the responsibilities of governors. However, it did not provide insight into key issues currently under consideration, or any guidance as to potential pitfalls or risks on the horizon. In short, while the high-level overview was instructive, it is also important for new governors to be caught up on burning issues in order to allow them to begin contributing immediately.	5/8/2023 10:48 AM
2	Excellent orientation	5/3/2023 2:34 PM
3	There is always room for improvement. I like the one day session replacement.	4/26/2023 10:23 AM
4	Always improving	4/22/2023 4:25 PM
5	Fantastic onboard experience.	4/20/2023 11:09 AM
6	It would be nice to introduce/assign a welcome partner initiative for brand new governors	4/18/2023 4:25 PM

Q28 I am satisfied with opportunities for governor education at Algonquin College.

Answered: 13 Skipped: 0

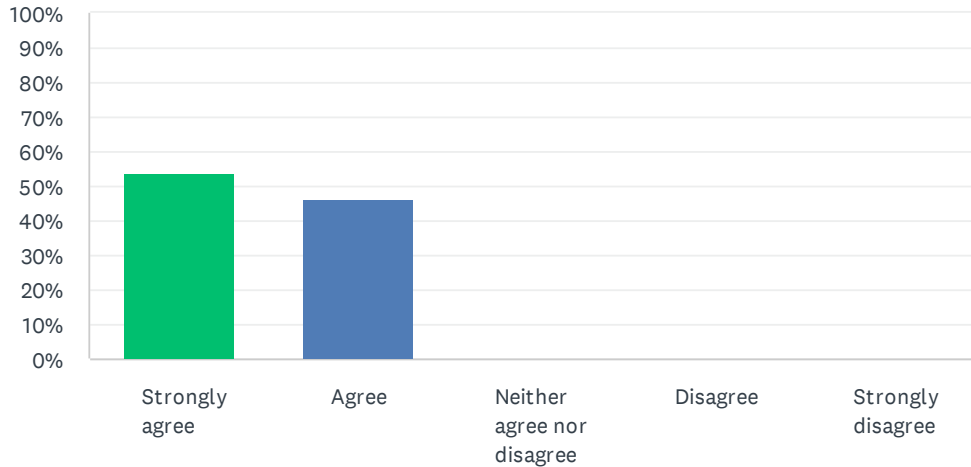


ANSWER CHOICES	RESPONSES
Strongly agree	69.23% 9
Agree	15.38% 2
Neither agree nor disagree	0.00% 0
Disagree	7.69% 1
Strongly disagree	7.69% 1
TOTAL	13

#	OTHER (PLEASE SPECIFY)	DATE
1	I appreciate the opportunities for governor education and hope to be in a position to take greater advantage of these opportunities this year. I also wish to echo my support for a financial/accounting offering to allow me to more fully exercise my fiduciary duty.	5/8/2023 10:48 AM
2	All governors should be encouraged to also be learners at Algonquin College through tuition waivers on Algonquin personal interest and micro-credential courses. Better learners make better governors.	4/26/2023 4:10 PM
3	I believe it both an education and bonding opportunity for all governors (who can) to attend the conference in Toronto. Additional micro training sessions could be created for the different areas in which the Board works. They could be recorded and available for future members and existing members to sharpen the saw. All OCOT presentations should be available on-line. It is ridiculous to expect a working board member to attend in person during working hours. Also see sharpening the saw comment above.	4/22/2023 4:25 PM
4	The conference held in Toronto for new governors was very informative.	4/20/2023 11:09 AM

Q29 I am satisfied with the frequency, content and outcomes of in camera meetings for governors.

Answered: 13 Skipped: 0

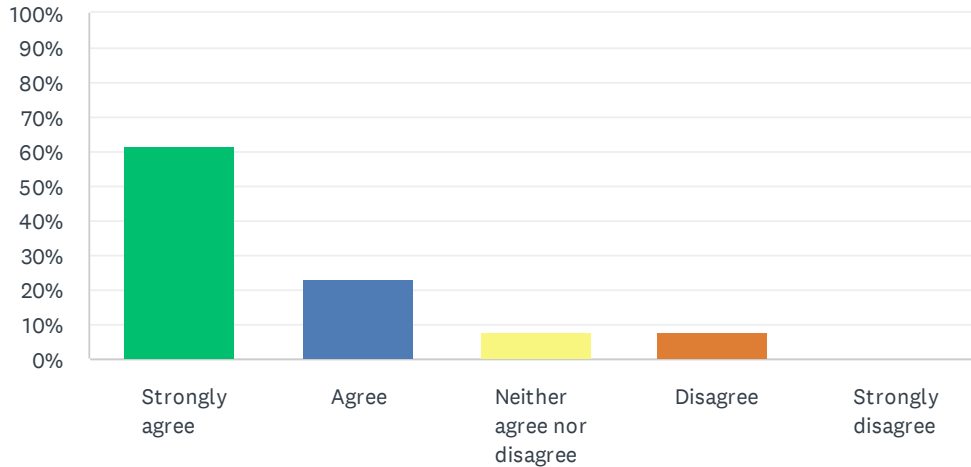


ANSWER CHOICES	RESPONSES	
Strongly agree	53.85%	7
Agree	46.15%	6
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	As someone who likes to take a bit of time to consider and understand issues before speaking, a couple of times I have had difficulty responding to in-camera items which are sometimes only presented verbally. A little bit more time to consume the information and/or always having a slide which summarizes the topic would be helpful.	5/5/2023 4:43 PM
2	Opportunity: more open discussion of topics, questions... I am aware that other college boards spend significant time in camera compared to out of camera.	4/22/2023 4:25 PM

Q30 I am satisfied that should I request it, I receive adequate feedback as a governor about my contribution to Algonquin College.

Answered: 13 Skipped: 0

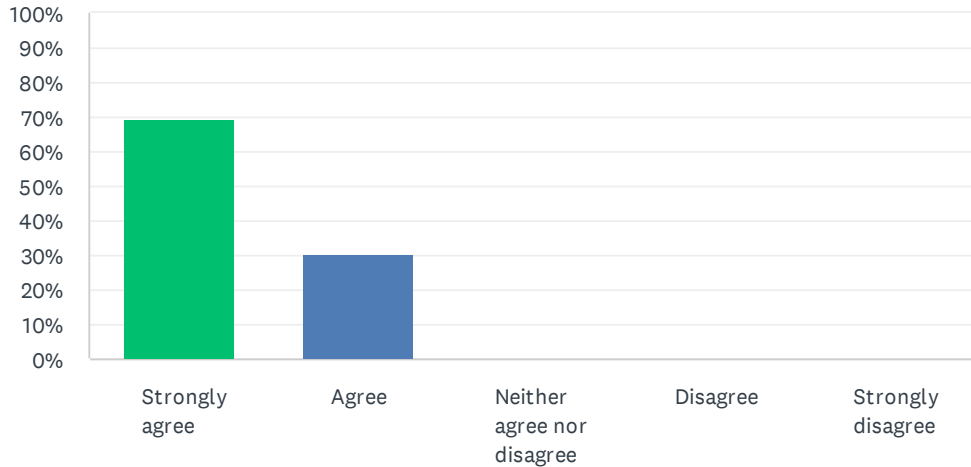


ANSWER CHOICES	RESPONSES
Strongly agree	61.54% 8
Agree	23.08% 3
Neither agree nor disagree	7.69% 1
Disagree	7.69% 1
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	I do think more feedback from the Chair /Vice Chair would be beneficial for each Governor	5/3/2023 2:34 PM
2	I didn't know this but will definitely use it.	4/21/2023 10:57 AM
3	I would be more comfortable with a standard practice applied across the Board and not have to ask for it	4/18/2023 4:25 PM

Q31 The Chair ensures that governors have the information they need to ask the right questions and make informed judgments.

Answered: 13 Skipped: 0

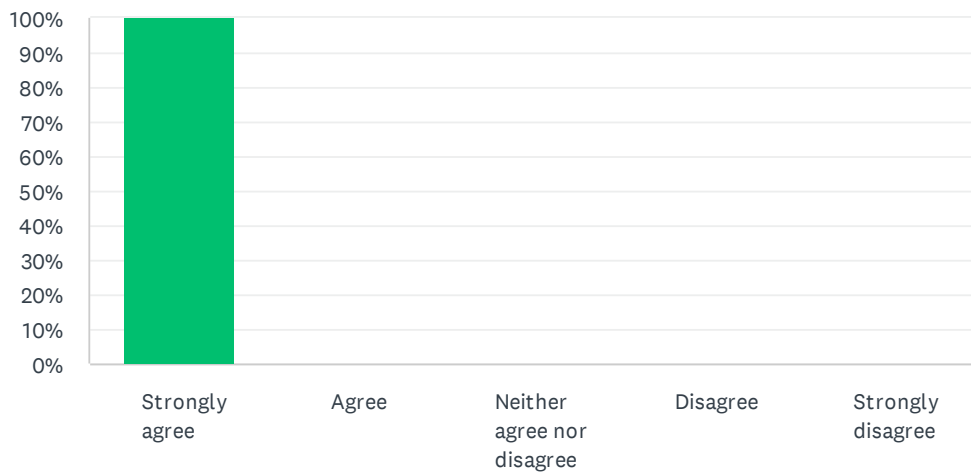


ANSWER CHOICES	RESPONSES
Strongly agree	69.23% 9
Agree	30.77% 4
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	Gail has done a great job this year. Congratulations.	4/20/2023 8:51 AM

Q32 The Chair runs Board meetings in an orderly and efficient manner.

Answered: 13 Skipped: 0

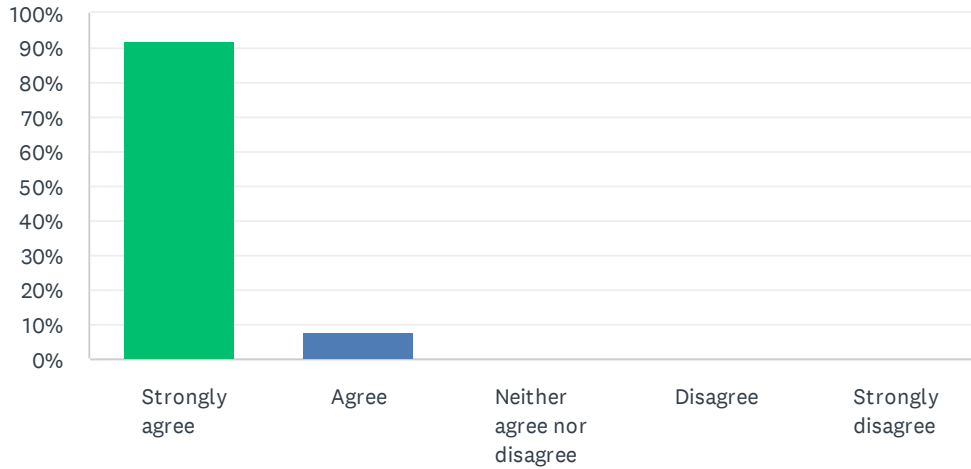


ANSWER CHOICES	RESPONSES	
Strongly agree	100.00%	13
Agree	0.00%	0
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	Well done, Gail.	4/21/2023 10:57 AM
2	Very well executed in my opinion.	4/20/2023 11:09 AM

Q33 The Chair encourages governors to ask questions and express their views at Board meetings.

Answered: 13 Skipped: 0

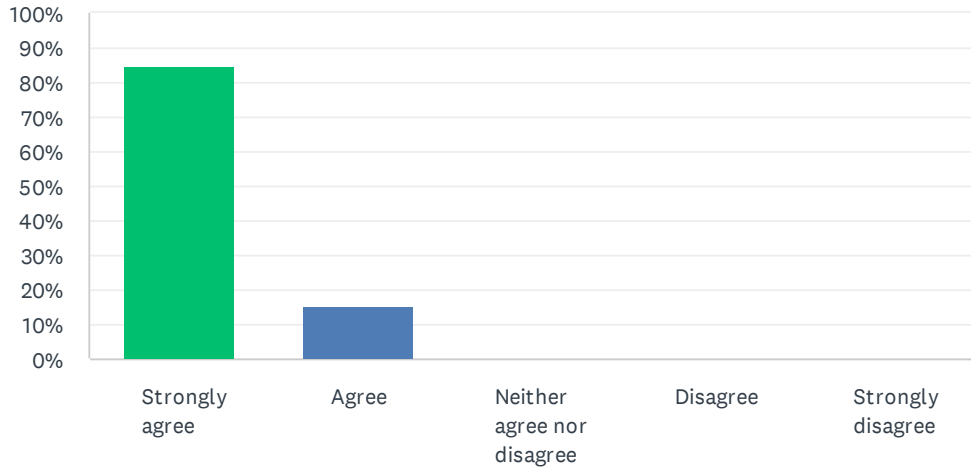


ANSWER CHOICES	RESPONSES
Strongly agree	92.31% 12
Agree	7.69% 1
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	13

#	COMMENTS	DATE
1	Gail is very inclusive and thoughtful in this regard.	5/5/2023 4:43 PM

Q34 The Chair allocates sufficient time during Board meetings to discuss each item fully.

Answered: 13 Skipped: 0

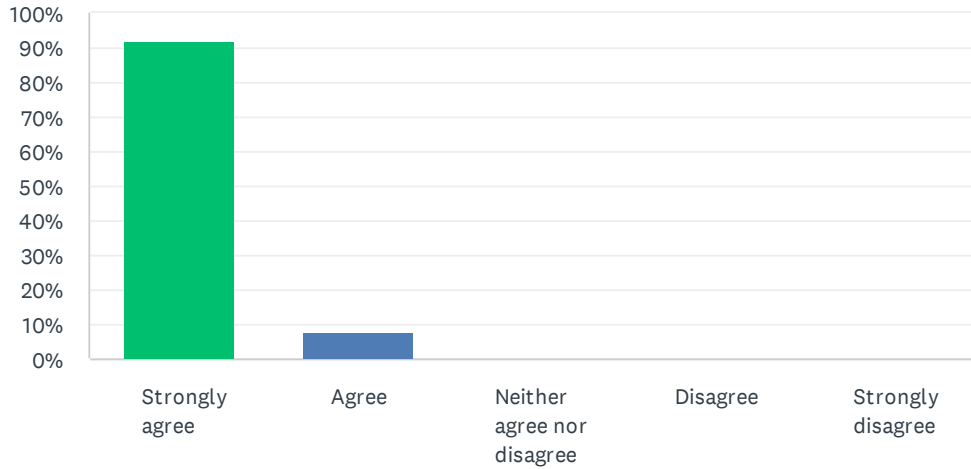


ANSWER CHOICES	RESPONSES	
Strongly agree	84.62%	11
Agree	15.38%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
	There are no responses.	

Q35 The Chair ensures that the Board comes to decisions once agenda items have been discussed.

Answered: 13 Skipped: 0

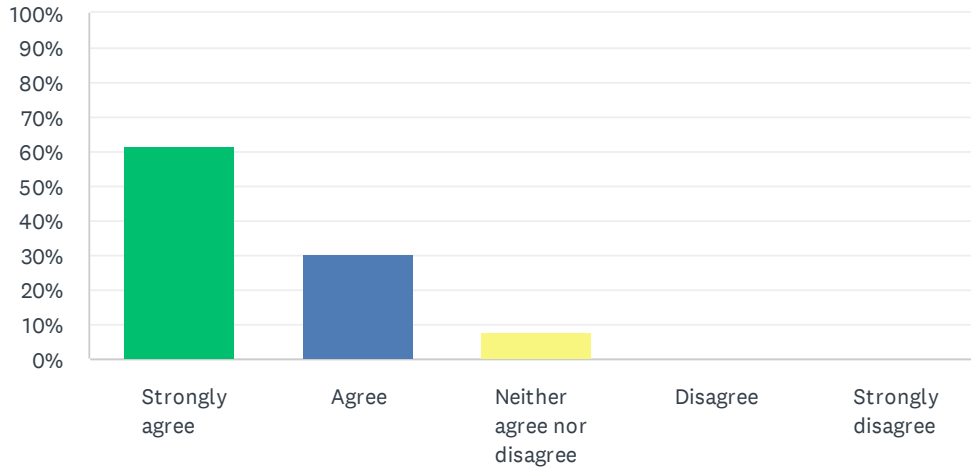


ANSWER CHOICES	RESPONSES	
Strongly agree	92.31%	12
Agree	7.69%	1
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
	There are no responses.	

Q36 The Chair ensures that governors are kept informed of the progress Algonquin College is making in implementing strategic and operating plans.

Answered: 13 Skipped: 0

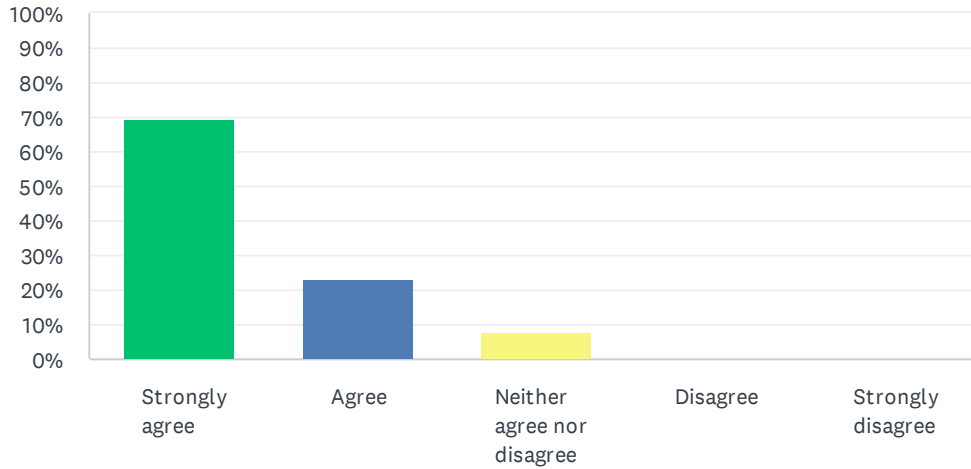


ANSWER CHOICES	RESPONSES	
Strongly agree	61.54%	8
Agree	30.77%	4
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	OTHER (PLEASE SPECIFY)	DATE
1	Not sure what role the Chair plays in this. The progress against plans are well layed out in the Board work plan and transmittals	5/3/2023 2:34 PM

Q37 The Chair ensures that governors' concerns are conveyed to Management.

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	69.23%	9
Agree	23.08%	3
Neither agree nor disagree	7.69%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		13

#	COMMENTS	DATE
1	I've not brought any concerns to management so cannot comment.	4/21/2023 10:57 AM

Q38 In my view, the most significant achievement of the Board over the past year has been:

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Given my absence for a significant portion of the past year, I don't feel that I am in a position to comment.	5/8/2023 10:48 AM
2	The refresh of the skills matrix, which informed the external governor recruitment and selection process.	5/5/2023 4:43 PM
3	Continuation of generative discussions, recruiting of new members, assisting in the r3 project	5/4/2023 12:49 PM
4	The continuing improvement of the Generative discussion topics and participation	5/3/2023 2:34 PM
5	Major risks identified and prioritized	4/26/2023 4:10 PM
6	Understanding the risks confronting the College going forward.	4/26/2023 10:23 AM
7	Navigating out of Covid and back to the 'new normal'	4/22/2023 4:25 PM
8	Supporting the flexibility and support to support though all the transitions due to covid.	4/21/2023 12:22 PM
9	Responding to the delays caused by the R3 project and ensuring accountability for this project.	4/21/2023 10:57 AM
10	Assessing and managing risk.	4/20/2023 11:09 AM
11	addressing financial constraints through effective budgeting.	4/20/2023 8:51 AM
12	Valuable Generative Discussions - Perhaps future Survey can ask a specific question related to the value of such discussions (some Colleges do not conduct)	4/18/2023 4:25 PM
13	Continuing generative discussions and a return to in person meetings and engagement	4/18/2023 4:24 PM

Q39 In my view, the most important thing the Board could do to improve its effectiveness is:

Answered: 13 Skipped: 0

#	RESPONSES	DATE
1	Develop actionable outcomes for Management stemming from generative discussions.	5/8/2023 10:48 AM
2	Take a default "in-person" approach to Board meetings and schedule at least two social events per year, to support relationship building and Board cohesion.	5/5/2023 4:43 PM
3	Have a direct relationship with the Ministry	5/4/2023 12:49 PM
4	Continue with the important Generative discussions	5/3/2023 2:34 PM
5	nothing that I can think of	4/26/2023 4:10 PM
6	Continued and on-going commitment to risks and solutions for the financial viability of Algonquin College.	4/26/2023 10:23 AM
7	Build Board Culture	4/22/2023 4:25 PM
8	Review the terms of board members, so a more balanced staggering of new members can be achieved within those positions under their control.	4/21/2023 12:22 PM
9	Learn about more of the day-to-day things that go on that have to do with education quality and teaching.	4/21/2023 10:57 AM
10	Remain as an oversight entity and remain outside of operations.	4/20/2023 11:09 AM
11	Focus on the orientation and development of new board members next year.	4/20/2023 8:51 AM
12	To encourage 'out of the box' and 'futuristic thinking' of the College (to achieve competitive advantage)	4/18/2023 4:25 PM
13	Continue dialogue on how to maintain board cohesion in the context of ongoing multimodal meetings	4/18/2023 4:24 PM

Report title:	Sale of Surplus Property - Lotta Avenue
Report to:	Board of Governors
Date:	June 5, 2023
Author(s)/Presenter(s):	Duane McNair, Vice President, Finance and Administration Ryan Southwood, Executive Director, Facilities Management

1. RECOMMENDATION:

THAT the Board of Governors approve the disposal of the surplus property located on Lotta Avenue, along the East border of the Ottawa Campus, in accordance with the Proceeds from Sale or Encumbrance of College Property Minister’s Binding Policy Directive.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is for the Board of Governors to approve and direct the Facilities Management Department to proceed with the sale of land, which has been deemed by the Algonquin College Executive Team, to be surplus to the ongoing requirements of the College. This is a small parcel of land off Lotta Avenue abutting a residential area on the Eastern boundary of the Ottawa Campus. This parcel of land would be an attractive residential development site. This approval will provide Facilities Management the flexibility to negotiate on the open market with third parties, via a contracted real estate agent.

3. BACKGROUND:

The parcel of land which is on the East boundary of the Ottawa campus accessed via Lotta Avenue, extends beyond the eastern boundary line of the College grounds and is adjacent to a new residential housing development of two upper-market houses. The land is identified as Block Number 04691, Property Number 0119, comprising of two small plots of land 1235 & 1236, as shown in Appendix A and Appendix B.

This land which the College owns extends to approximately 448m (4,822 sqft or 0.11 acres) was originally owned by The Corporation of the City of Nepean, registered on September 8, 1995 and transferred September 30, 2004 from the Ottawa Carleton Catholic District School Board to the College as part of a larger parcel of land. The land has not been used by the College and is currently a grass area to the eastern side of the Algonquin Students’ Association Sports Field. It is not known if it has ever been used prior to Algonquin College assuming ownership.

Facilities Management has started the 2024-34 Master Campus Development Plan (MCDP) and part of this plan identifies land which is currently surplus to requirements. This land is too small to be used for any practical purpose and so it is recommended that it be sold to raise funds for the College. As the land is next to a new residential development of two detached houses, it is believed that the land will be attractive to either be a new residential plot or possibly an extension of the next door new residential development.

Facilities Management is engaging the real estate services of Coldwell Banker Richard Ellis (CBRE) to advise on value and to negotiate the transaction on the College's behalf.

There are rules and regulations set by the Ontario Ministry of Colleges and Universities, which stipulate how the proceeds from a sale or encumbrance of College property may be used. This specific Minister's Binding Policy Directive will be discussed below. It imposes conditions on how funds raised from the sale of property owned by the College can be used.

4. DISCUSSION:

The Directive titled Proceeds from Sale or Encumbrance of College Property Minister's Binding Policy Directive indicates that the College is responsible and accountable to the Minister of Colleges and Universities, for high-quality service to the public, excellence in management, and prudent use of funds. The Government of Ontario is ultimately responsible and accountable for the management of public money and therefore has placed certain limitations on the placement of these funds.

The Board of Governors of a College, as a non-share corporation, has the incidental powers set out in the Corporations Act including the power "to sell, improve, manage, develop, exchange, lease, dispose of, turn to account or otherwise deal with the property of the company in the ordinary course of its business" (Section 23 (1) (n) of the Corporations Act).

The principle to the binding directive is that if public funds have been provided in the past to provide public access to postsecondary education, the proceeds from the sale or encumbrance of publicly acquired assets must be reinvested in other capital assets for future public benefit.

Of note, while

"The utilization of the proceeds from the sale, encumbrance, or lease of college-owned property that was:

- i. acquired from the government through the transfer of title for a nominal amount;*
or
- ii. purchased with direct funding support provided by the provincial government of the day for that purpose;*

requires the approval of the Minister of Training, Colleges and Universities.”

the actual sale or disposal of property only requires a Board of Governors’ resolution.

To ensure that the College receives the best value for the disposal, CBRE have given Facilities Management an in-depth estimation of value based on current market conditions via a workbook. This workbook is more thorough than one would normally receive for a straightforward sale of residential land for development purposes and has been retained within Facilities Management to support future negotiations with potential purchasers.

CBRE acting exclusively as the College’s commercial broker or agent would, upon a successful sale, be entitled under contract to receive their fee. In addition, it is normal for the vendor (the party selling the land) to pay for both their agent and the buyer’s agent’s fees. Whilst there is an element of negotiation on the percentage of fees, a typical transaction for fees would be in the region of 4% or 5% of the total sale value of the property. This would be split between both agents.

In addition to the agents’ fees there will be legal fees and other selling fees. Facilities Management has also instructed CBRE to open negotiations with the neighbouring property owner, to ensure that they have the opportunity to purchase the land to extend their own property.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

6. STUDENT IMPACT:

There is no envisaged student impact other than the sale of the surplus property providing extra financial resources which will provide enhanced facilities for students.

7. FINANCIAL IMPACT:

The sale of the Lotta Avenue property will provide a capital payment estimated to be in the region of greater than \$450,000 less fees. The current intention is to contribute the net proceeds of sale to the College’s reserve funds to support future capital expansion.

8. HUMAN RESOURCES IMPACT:

This sale of the subject land is not anticipated to result in any adjustments to the College's current employee complement.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

As already explained in the discussion section, the College is allowed to dispose of surplus land, but that the use of the funds will require Ministerial approval. The College will follow the directions of the binding policy.

10. COMMUNICATIONS:

A communications plan will be used for the advertising of the sale of the property. This communications plan will be developed by CBRE and not internal College communication resources.

11. CONCLUSION:


Algonquin College is committed to supporting learners, employees and the community by maintaining existing infrastructure and creating new infrastructure for the College community. The sale of surplus land and the reinvestment of the capital received will be another example of aligning our physical campuses with Algonquin College's stated Mission, Vision, and Values.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Site Location Plans for Lotta Avenue land
Appendix B: Photographs of the land

5.1 Appendix A

Figure 1: Campus plan showing the location of the land in question by the red circle.

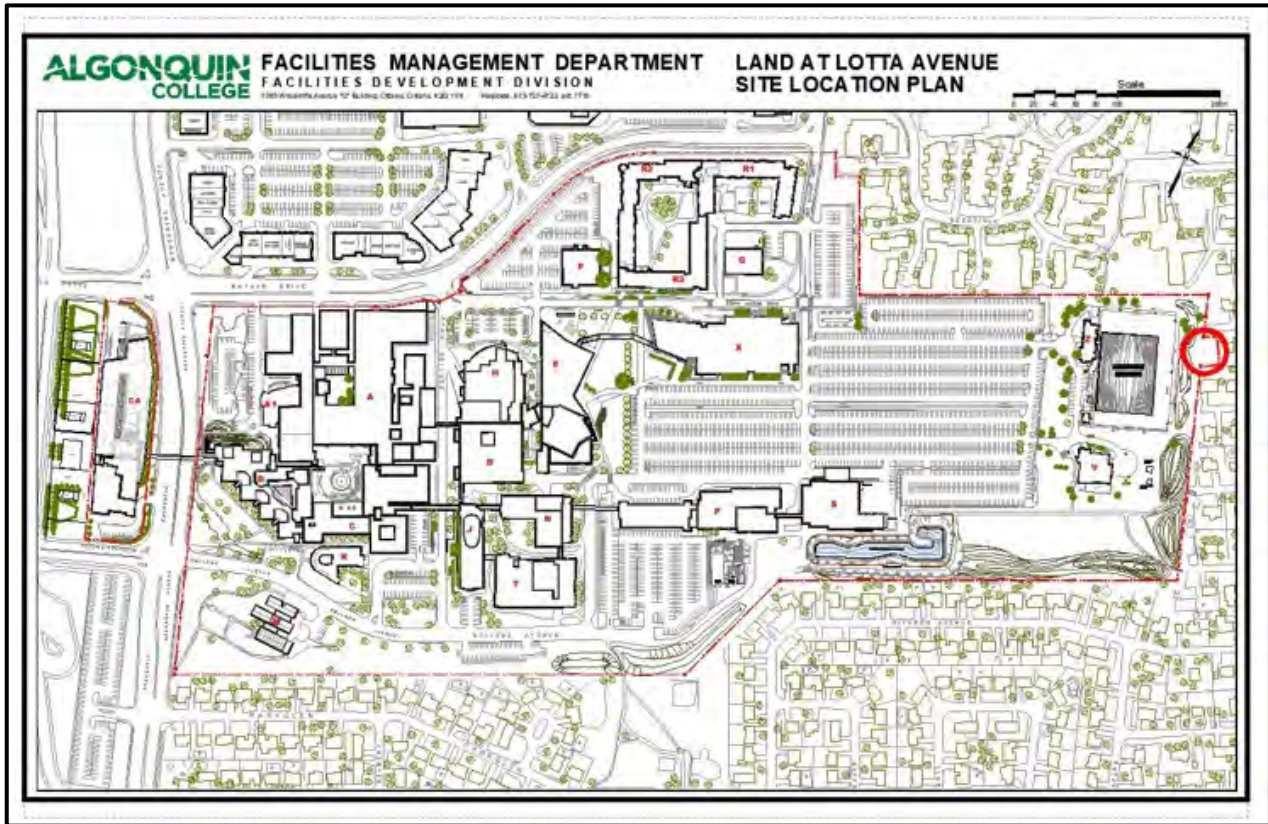


Figure 1: Service Ontario plan showing the land in red which comprises of two lots.



5.1 Appendix B

Figure 1: The footpath going to Lotta Avenue, the red line showing the land beyond.



Figure 2: The end of the residential Lotta Avenue.



Figure 3: The land indicated by the red box.



Figure 4: The land shown by the red box, seen from Lotta Avenue.



Report title:	2022-23 Draft Audited Financial Statements
Report to:	Board of Governors
Date:	June 5, 2023
Author/Presenter:	Duane McNair, Vice President, Finance and Administration Grant Perry, Chief Financial Officer

1. RECOMMENDATION:

- a. **THAT** the Board of Governors approves the 2022-23 Draft Audited Financial Statements of Algonquin College (Appendix A: 2022-23 Draft Audited Financial Statements – Algonquin College),

AND

- b. **THAT** the Board of Governors approves the transfer of \$1,815,822 from unrestricted net assets to internally restricted net assets,

AND

- c. **THAT** the Board of Governors approves the transfer of \$1,250,627 from internally restricted net assets to unrestricted net assets due to the retroactive restating of fiscal 2012-22 financial results related to asset retirement obligations,

AND

- d. **THAT** the Board of Governors accepts for information, the 2022-23 Audited Financial Statements for 2364193 Ontario Inc. (Appendix B: 2022-23 Audited Financial Statements – 2364193 Ontario Inc.).

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is:

- a. To request approval of the 2022-23 Draft Audited Financial Statements of Algonquin College from the Board of Governors, and
- b. To present the recommendation for the transfer of \$1,815,822 from internally restricted net assets to unrestricted net assets for approval, and

- c. To present the recommendation for the transfer of \$1,250,627 from internally restricted net assets to unrestricted net assets due to the retroactive restating of fiscal year 2021-22 results related to asset retirement obligations, and
- d. To present, for information, the 2022-23 Audited Financial Statements of 2364193 Ontario Inc.

3. BACKGROUND:

Ontario's Public Colleges financial results are consolidated into the Province of Ontario's financial statements. Colleges are required to submit their approved financial statement details to the Ministry of Colleges and Universities no later than June 14, 2023. Draft financial statements were due to be submitted through the Ministry's College Finance Information System (CFIS) on or before May 15, 2023. This deadline was met.

The Draft Audited Financial Statements of Algonquin College are prepared in the format required by the Ministry of Colleges and Universities that complies with financial reporting standards set by the Public Sector Accounting Board.

The College's audit firm, BDO, LLP, has substantially completed the audit of Algonquin College's financial statements for the fiscal year ending March 31, 2023. These financial statements are presented in draft form to the Audit and Risk Management Committee each year in May, with a subsequent year-end report to the Board of Governors in June accompanied with the final financial statements. The financial statements will remain "draft" until formally approved by the Board of Governors on June 5, 2023.

The Draft Audited Financial Statements of 2364193 Ontario Inc. were presented and approved by its Board of Directors on May 18, 2023. The Draft Audited Financial Statements for 2364193 Ontario Inc. were presented to the Audit and Risk Management Committee for information. There was no activity in this corporation in the 2022-23 fiscal year.

4. DISCUSSION:

Current assets have increased by \$23 million primarily due to increases in short-term investment holdings and cash accounts. The College's cash and near-cash balance increased from \$99 million in 2022 to \$126 million at March 31, 2023. This improved cash and near-cash position resulted from an improvement in the financial performance of the College over the prior fiscal year (\$3.7 million deficit in 2022 to a \$11.3 million surplus in 2023), an increase in student deposits due to growth in international student enrolments over the prior fiscal year, and an increase in the current liabilities. Increases in international enrolment levels year over year have significant positive impacts on the cash holdings of the College. International students are required to pay 100% of their first-year tuition and fees prior to beginning their

program. This is further supported by a \$25 million increase in unearned student deposits, which represents deposits from students for future terms in their programs. This revenue can only be recognized once the studies have been delivered to our learners.

Long-term assets have remained unchanged year over year at \$366 million as an increase in Capital Assets of \$2 million was offset by an equal reduction in long-term investments and the endowment fund.

Total current liabilities have increased by \$20 million, primarily due to a \$25 million increase in student deposits and credit balances compared to 2021-22, and an increase of \$2 million in winter tuition and fee deferrals. This was partially offset by a \$7 million reduction in accrued salaries and employee deductions payable as the final payroll for the year was paid on March 31st, requiring no accrual for salaried employees and a reduced accrual for hourly employees (10 days in 2023 instead of 19 days in 2022).

Total long-term liabilities have decreased by \$9 million over the prior year as follows:

- Long-term debt has decreased by \$4.1 million reflecting normal debt repayments on loans throughout the year.
- The College's obligation for interest rate swaps declined by \$1 million because of rising Canadian interest rates which reduced the market value of this obligation.
- Deferred capital contributions have decreased by \$4 million, reflecting the recognition of deferred revenue as scheduled.

The net assets of the College have increased by \$10.8 million over the previous fiscal year, reflecting a \$10.8 million increase in capital assets, an increase of \$0.7 million to the vacation liability of the College, and \$0.6 million reduction in the value of the endowment fund. This was offset by a \$1.3 million increase in internally restricted assets.

Contributing to the overall earned surplus of \$11.3 million were several factors, including higher enrolment of international students (increase of 14% in year over year tuition revenue) and a \$4.7 million improvement in contribution margin from Campus Services. Coming out of the pandemic, the increased number of employees and students on campus led to improved results from residence and parking operations.

These cumulative changes to the Statement of Financial Position have resulted in a quick ratio of 1.27 compared to 1.29 for the prior year. This ratio is used to measure the College's ability to service its short-term liabilities with its short-term assets. The quick ratio benchmark is 1.00 or above; therefore, the College's quick ratio remains positive.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

6. STUDENT IMPACT:

Expenditures realized for this past year ensured that students were supported through adapted services and learning delivery models. Additional investments in information technology infrastructure, including the continued implementation of the new student information system, renovations and adaptations to learning spaces, maintenance of existing learning spaces, investments in new program development, and academic equipment upgrades supports an ongoing positive learner experience.

7. FINANCIAL IMPACT:

The College is assessed as being in good financial health with an increase of \$10.8 million in net assets. The return to a surplus position achieved in 2022-23 will continue to provide opportunities to invest in future strategic projects, fund student financial aid, and to maintain learning facilities.

8. HUMAN RESOURCES IMPACT:

These audited financial statements do not have a direct impact on human resources. Costs for employee salaries, benefits, and pension plan contributions are reflected in these financial statements.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

As required by the Ministry of Colleges and Universities, this year the College is required to submit Final Audited Financial Statements, approved by the Board of Governors to the Ministry by June 14, 2023.

10. COMMUNICATIONS:

The audited statements will be posted to the College’s website once formally approved by the Board of Governors on June 5, 2023.

11. CONCLUSION:

The College has concluded the 2022-23 fiscal year with an \$11.3 million surplus that was higher than anticipated for the fiscal year, as reflected in the 2022-23 Draft Audited Financial Statements. The College maintains good financial health and is well positioned to respond to the impacts of the COVID-19 pandemic while making important investments of capital in strategic and student-focused initiatives.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: 2022-23 Draft Audited Financial Statements – Algonquin College Appendix B: 2022-23 Draft Audited Financial Statements – 2364193 Ontario Inc

6.1 Appendix A

Consolidated financial statements of

**The Algonquin College of Applied
Arts and Technology**

March 31, 2023

The Algonquin College of Applied Arts and Technology

March 31, 2023

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MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The consolidated financial statements of the Algonquin College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors.

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAS for Government NPOs"). When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgements. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board carries out this responsibility principally through its Audit and Risk Management Committee.

The Audit and Risk Management Committee is appointed by the Board of Governors and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditor's report. The Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Committee also considers, for review and approval by the Board, the engagement or re-appointment of the external auditors.

The consolidated financial statements have been audited by BDO Canada LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. BDO Canada LLP has full and free access to the Audit and Risk Management Committee.

Claude Brulé
President and CEO

Grant Perry
Chief Financial Officer

June 5, 2023

Independent Auditor's Report

To the Board of Governors of The Algonquin College of Applied Arts and Technology

Opinion

We have audited the financial statements of The Algonquin College of Applied Arts and Technology ("the College"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations and accumulated surplus and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP
Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario
REPORT DATE

The Algonquin College of Applied Arts and Technology

Consolidated statement of financial position
as at March 31, 2023

	Restated - Note 18	
	2023	2022
	\$	\$
Assets		
Current assets		
Cash	55,343,102	73,325,337
Short-term investments (Note 3)	70,505,473	25,461,101
Accounts receivable (Note 4)	21,059,168	26,817,744
Inventory (Note 5)	1,847,583	1,935,973
Prepaid expenses	7,696,309	5,537,826
	156,451,635	133,077,981
Investments (Note 3)	35,722,527	37,155,174
Long Term Prepaid - Students' Association	5,325,833	5,500,000
Endowment assets (Note 6a)	34,807,402	35,382,557
Capital assets (Note 7)	290,092,508	288,076,310
	522,399,905	499,192,022
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	41,274,435	30,315,379
Accrued salaries and employee deductions payable	3,990,869	10,901,285
Deferred revenue (Note 8)	73,625,053	57,964,938
Current portion of long-term debt (Note 10a)	4,083,732	3,845,715
	122,974,089	103,027,317
Long-term debt (Note 10a)	28,254,820	32,338,554
Interest rate swaps (Note 10b)	1,060,212	2,212,215
Vacation, sick leave and post-employment benefits (Note 11)	19,537,405	18,807,822
Deferred capital contributions (Note 12)	143,193,030	147,554,107
Asset retirement obligation (Note 9)	1,812,969	1,817,100
	316,832,525	305,757,115
Commitments, guarantees and contingencies (Note 13)		
Net assets (deficiency)		
Unrestricted	1,000,000	1,000,000
Investment in capital assets (Note 14)	114,029,194	103,771,460
Vacation, sick leave and post-employment benefits (Note 11)	(19,537,405)	(18,807,822)
Internally restricted (Note 15)	77,302,203	75,486,381
Endowment fund (Note 6b)	34,807,402	35,382,557
	207,601,394	196,832,576
Accumulated remeasurement losses	(2,034,014)	(3,397,669)
	205,567,380	193,434,907
	522,399,905	499,192,022

Approved by the Board

_____ Chair

_____ Member

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of operations
as at March 31, 2023

	Restated - Note 18	
	2023	2022
	\$	\$
Revenue (Schedule A)		
Grants and reimbursements	116,085,061	113,666,798
Student tuition fees	160,296,963	140,200,388
Contract educational services	49,180,991	58,026,629
Campus Services (Schedule B)	28,419,083	16,830,277
Other	28,109,276	18,941,068
Amortization of deferred capital contributions (Note 12)	7,440,434	7,531,482
	389,531,808	355,196,642
Expenses		
Salaries and benefits	228,026,947	216,212,498
Building maintenance and utilities	18,723,297	19,814,650
Instructional supplies and equipment	7,022,552	7,898,184
Bursaries and other student aid	7,670,445	9,513,249
Interest	612,389	659,239
Amortization of long term prepaid - Students' Association	174,167	-
Amortization of capital assets (Note 14)	15,858,324	15,641,733
Campus Services (Schedule B)	21,364,270	14,511,027
Other	78,005,861	74,105,406
	377,458,252	358,355,986
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	729,583	582,463
Total Expenses	378,187,835	358,938,449
Excess / (deficiency) of revenue over expenses	11,343,973	(3,741,807)

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of changes in net assets
as at March 31, 2023

	Unrestricted	Investment in capital assets (Note 14)	Vacation, sick leave and post-employment benefits (Note 11)	Internally restricted (Note 15)	Endowment fund (Note 6)	2023	Restated - Note 18 2022
	\$	\$	\$	\$	\$	\$	\$
Net assets (deficiency), beginning of year as previously reported	1,000,000	103,771,460	(18,807,822)	76,737,008	35,382,557	198,083,203	200,544,884
Change in accounting policy (Note 18)				(1,250,627)		(1,250,627)	(1,215,887)
Net assets (deficiency), beginning of year as restated	1,000,000	103,771,460	(18,807,822)	75,486,381	35,382,557	196,832,576	199,328,997
Excess (deficiency) of revenue over expenses	11,343,973	-	-	-	-	11,343,973	(3,741,807)
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	729,583	-	(729,583)	-	-	-	-
Fund Transfers	(1,815,822)	-	-	1,815,822	-	-	-
Net change in investment in capital assets (Note 14)	(10,257,734)	10,257,734	-	-	-	-	-
Endowment contributions and investment income (Note 6)	-	-	-	-	(575,155)	(575,155)	1,245,386
Net assets (deficiency), end of year	1,000,000	114,029,194	(19,537,405)	77,302,203	34,807,402	207,601,394	196,832,576

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of remeasurement gains and losses
as at March 31, 2023

	2023	2022
	\$	\$
Accumulated remeasurement losses, beginning of year	(3,397,669)	(3,971,470)
Unrealized gains (losses) attributable to:		
Fair value change in unrestricted investments	(973,803)	(1,185,454)
Interest rate swaps	1,152,004	1,991,065
	178,201	805,611
Realization of prior year losses (gains)	1,185,454	(231,810)
	1,363,655	573,801
Accumulated remeasurement losses, end of year	(2,034,014)	(3,397,669)

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Consolidated statement of cash flow as at March 31, 2023

	2023	2022
	\$	\$
Restated - Note 18		
Operating activities		
Excess (deficiency) of revenue over expenses	11,343,973	(3,741,807)
Items not affecting cash		
Amortization of long term prepaid - Students' Association	174,167	-
Amortization of capital assets	15,858,324	15,641,733
Adjustment to capital assets	13,694	39,320
Fair value change in unrestricted investments	(973,803)	(1,185,453)
Realization of prior year unrealized losses (gains)	1,185,454	(231,810)
Amortization of deferred capital contributions	(7,440,434)	(7,531,482)
Change in vacation, sick leave and post-employment benefits liabilities (Note 11)	729,583	582,461
	20,890,958	3,572,962
Changes in non-cash operating working capital items (Note 17)	23,397,236	26,080,811
	44,288,194	29,653,773
Financing activities		
Principal repayments of long-term debt	(3,845,715)	(3,621,957)
Reduction of asset retirement obligation liability (Note 9)	(4,131)	-
	(3,849,846)	(3,621,957)
Capital activities		
Capital asset additions (Note 14)	(17,865,217)	(13,689,544)
Capital contributions received (Note 12)	3,056,357	2,223,613
	(14,808,860)	(11,465,931)
Investing activities		
Proceeds on disposal of investments	62,604,582	73,673,738
Purchases of investments	(106,216,305)	(71,765,058)
	(43,611,723)	1,908,680
(Decrease) increase in cash and cash equivalents	(17,982,235)	16,474,565
Cash and cash equivalents, beginning of year	73,325,337	56,850,772
Cash and cash equivalents, end of year	55,343,102	73,325,337
Interest paid in the year	2,010,023	2,266,538

See accompanying notes to the financial statements.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements

March 31, 2023

1. Description of the College

The Algonquin College of Applied Arts and Technology (the “College”) was incorporated as a College in 1966 under the laws of the Province of Ontario. The College is dedicated to providing post-secondary education.

The College is a registered charity and therefore is exempt, under Section 149 of the Income Tax Act, from payment of income taxes.

2. Significant accounting policies

The consolidated financial statements of the College have been prepared by management in accordance with Canadian public sector accounting standards for Government Not-for-Profit Organizations (NPOs), including the 4200 series of standards, as issued by the Public Sector Accounting Board (“PSAB for Government NPOs”) and include the following significant accounting policies:

a) *Basis of presentation*

These consolidated financial statements include the accounts of the College and its controlled for-profit subsidiary, 2364193 Ontario Inc., which is fully consolidated in these consolidated financial statements.

These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations at the College, as these organizations are not controlled by the College.

b) *Revenue*

The College uses the deferral method of accounting for contributions for government not-for-profit organizations.

- i. Unrestricted contributions are recognized as revenue when received or receivable. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the period in which the related expenses are recognized. Contributions to endowment funds are recognized as direct increases in net assets in the period received.

Operating grants are recorded as revenue in the period to which they relate. Grant amounts relating to future periods are deferred and recognized in the subsequent period when the related activity occurs. Grants approved but not received are accrued or deferred.

- ii. Contributions received for capital assets are deferred and amortized into revenue over the same term and on the same basis as the related capital asset. Contributions of land are recognized as direct increases in investment in capital assets in the period received.
- iii. Student tuition fees are recorded in the accounts based on the academic period of the specific courses. Tuition fees are deferred to the extent that the courses extend beyond the fiscal year of the College.
- iv. Contract educational services are recorded in the accounts based on the services provided in the College’s fiscal year on a percentage-of-completion basis.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements

March 31, 2023

2. Significant accounting policies (continued)

b) Revenue (continued)

- v. Unrestricted investment income is recognized as revenue on an accrual basis. All unrealized gains or losses in the fair value of unrestricted investments are recognized in the consolidated statement of remeasurement gains and losses; once realized, these gains and losses are recognized in the consolidated statement of operations.

c) Employee benefit plans

The College accrues its obligations for employee benefit plans. The cost of non-pension post-retirement and post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on services and management's best estimate of retirement ages of employees and expected health care costs.

The College is an employer member of the Colleges of Applied Arts and Technology Pension Plan, which is a multi-employer, defined benefit pension plan. The College has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles.

d) Financial instruments

All financial instruments reported on the consolidated statement of financial position of the College are classified as follows:

Cash	Fair value
Short-term investments	Fair value
Accounts receivable	Amortized cost
Investments	Fair value
Endowment investments	Fair value
Accounts payable and accrued liabilities	Amortized cost
Accrued salaries and employee deductions payable	Amortized cost
Long-term debt	Amortized cost
Interest rate swaps	Fair value

Fair value for investments is determined using quoted market prices. The College has designated its fixed income securities that would otherwise be classified into the amortized cost category at fair value as the College manages and reports the performance on a fair value basis.

i. Cash

Cash is comprised of the net amount of: cash on hand and short-term investments, if any, which are highly liquid, subject to insignificant risk of changes in value and have a short maturity term of less than 90 days from the date of acquisition.

ii. Investments

Purchases of investments are recorded on the settlement date. Transaction costs related to the acquisition of investments are expensed. Short-term investments are fixed-term investments maturing within the next fiscal year.

Unrealized gains or losses on unrestricted investments, including the related foreign exchange gains or losses are recorded in the consolidated statement of remeasurement gains and losses; once realized, they are derecognized from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements

March 31, 2023

2. Significant accounting policies (continued)

d) *Financial instruments (continued)*

iii. *Endowed investments*

Realized investment income and unrealized gains or losses from the change in fair value are recorded directly to the endowment fund in the consolidated statement of changes in net assets. Sales and purchases of endowed investments are recorded on the settlement date. Transaction costs related to the acquisition of endowed investments are recorded against the realized investment income of the Endowment Fund.

iv. *Foreign currency*

Investments denominated in foreign currencies are translated using rates of exchange in effect at the consolidated statement of financial position date.

v. *Interest rate swaps*

The College is party to interest rate swap agreements used to manage the exposure to market risks from changing interest rates. The College's policy is not to utilize derivative financial instruments for trading or speculative purposes.

Unrealized gains or losses on interest rate swaps are recorded in the consolidated statement of remeasurement gains and losses; once realized, they are derecognized from the consolidated statement of remeasurement gains and losses and recognized in the consolidated statement of operations.

e) *Other financial instruments*

The College records accounts receivable, accounts payable and accrued liabilities, accrued salaries and employee deductions payable and long-term debt at amortized cost using the effective interest method.

f) *Inventory*

Inventory is valued at the lower of cost and net realizable value. Cost is determined on a first in, first out basis.

g) *Capital assets*

Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. When a capital asset no longer contributes to the College's ability to provide services, or the value of the future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

i. Furniture and library holdings are charged to expenses in the year of acquisition.

ii. Land originally acquired at the Ottawa campus is recorded at a nominal value of \$1 with subsequent additions recorded at cost. Land is not amortized due to its infinite life.

iii. Works of Art are recorded based on a fair market value appraisal obtained at or near the time of acquisition. These capital assets are not subject to amortization as it is assumed that they will retain their value over time.

iv. Donated capital assets are recorded at the value of the receipt issued to the donor, which reflects estimated fair value of the capital asset at the time of the donation.

v. Construction in progress is not amortized until the project is complete and the facilities are available for use.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

vi. Assets under development are not amortized until the asset is complete and ready for use.

2. Significant accounting policies (continued)

g) Capital assets (continued)

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

Buildings	40 years
Site improvements	10-20 years
Parking lots	10 years
Equipment, and computers	5 years
Automotive equipment	5 years
Software	3-10 years

h) Asset retirement obligations

A liability for an asset retirement obligation is recognized when there is a legal obligation to incur retirement costs in relation to a tangible capital asset; the past transaction or event giving rise to the liability has occurred; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability is recorded at an amount that is the best estimate of the expenditure required to retire a tangible capital asset at the financial statement date. This liability is subsequently reviewed at each financial reporting date and adjusted for the passage of time and for any revisions to the timing, amount required to settle the obligation or the discount rate. Upon the initial measurement of an asset retirement obligation, a corresponding asset retirement cost is added to the carrying value of the related tangible capital asset if it is still in productive use. This cost is amortized over the useful life of the tangible capital asset. If the related tangible capital asset is unrecognized or no longer in productive use, the asset retirement costs are expensed.

i) Expenses

In the consolidated statement of operations, the College presents its expenses by object, except for Campus Services which are presented by function.

Expenses are recognized in the year incurred and are recorded in the applicable function to which they are directly related. The College does not allocate expenses among functions after initial recognition.

j) Contributed services

Volunteers contribute an indeterminable number of hours per year to assist the College in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in these consolidated financial statements.

k) Taxes

The College uses the taxes payable method to account for all income taxes related to its controlled for-profit entities.

l) Use of estimates

The preparation of these consolidated financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the consolidated financial statements, as well as the reported amounts of revenues and expenses during the period. Actual results could differ from these estimates. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in the periods in which they become known. The most significant estimates used in preparing these consolidated financial statements include assumptions used in determining the fair value of investments and interest rate swaps, the allowance for doubtful accounts, the amount of certain

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

accrued liabilities, the estimated useful lives of tangible capital assets and the assumptions underlying the post-employment benefit liabilities and asset retirement obligation calculations.

3. Investments

Short-term investments of \$70,505,473 (2022 - \$25,461,101) consist entirely of fixed income securities that will be maturing within a year.

Long-term investments consist of the following:

	2023	2022
	\$	\$
Fixed income securities	35,385,582	36,822,893
Equity investments	336,945	332,281
	35,722,527	37,155,174

The College's fixed income securities have effective interest rates ranging from 0.25% to 4.407% and maturity dates ranging from May 2023 to June 2028 (2022 – 1.00% to 3.90% and maturity dates ranging from June 2022 to June 2027).

4. Accounts receivable

	2023	2022
	\$	\$
Government of Ontario	3,474,579	3,207,414
Harmonized Sales Tax receivable	1,707,048	1,976,454
Trade	3,190,633	11,719,823
Students	6,286,952	5,949,455
Other	8,719,731	6,006,943
Allowance for doubtful accounts	(2,319,775)	(2,042,345)
	21,059,168	26,817,744

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

4. Accounts receivable (continued)

Details on due dates for receivables are as follows:

	2023				
	0-30 days	31-60 days	61-90 days	Over 90 days	Total
	\$	\$	\$	\$	\$
Government of Ontario	3,474,579	-	-	-	3,474,579
Harmonized Sales Tax receivable	1,707,048	-	-	-	1,707,048
Trade	2,656,563	248,401	98,406	187,263	3,190,633
Students	476,019	3,115,035	-	2,695,898	6,286,952
Other	8,707,535	-	-	12,196	8,719,731
Allowance for doubtful accounts	-	(560,706)	-	(1,759,069)	(2,319,775)
	17,021,744	2,802,730	98,406	1,136,288	21,059,168

	2022				
	0-30 days	31-60 days	61-90 days	Over 90 days	Total
	\$	\$	\$	\$	\$
Government of Ontario	3,207,414	-	-	-	3,207,414
Harmonized Sales Tax receivable	1,976,454	-	-	-	1,976,454
Trade	8,377,893	235,429	1,355,742	1,750,759	11,719,823
Students	1,202,998	2,161,788	-	2,584,669	5,949,455
Other	6,003,964	-	-	2,979	6,006,943
Allowance for doubtful accounts	-	(389,122)	-	(1,653,223)	(2,042,345)
	20,768,723	2,008,095	1,355,742	2,685,184	26,817,744

5. Inventory

	2023	2022
	\$	\$
Bookstore	1,548,708	1,680,252
Food services	262,687	197,837
Publishing centre	19,952	17,851
Hospitality	16,236	25,633
Personal protective equipment	-	14,400
	1,847,583	1,935,973

Included in Campus Services expenses is inventory expensed during the year in the amount of \$13,122,710 (2022 - \$6,194,369).

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

6. Endowment investments

- a) Endowment investments represent funds held or receivable by the College which have been permanently endowed. The carrying value of endowed investments is recorded at fair value.

The endowment investments consist of the following:

Fair value

	2023	2022
	\$	\$
Endowed investments:		
Cash equivalents	1,578,922	1,198,472
Bonds	11,788,836	10,809,393
Equities	21,439,644	23,374,692
	34,807,402	35,382,557

Cost

	2023	2022
	\$	\$
Endowed investments:		
Cash equivalents	1,554,370	1,190,555
Bonds	13,588,675	12,210,135
Equities	18,223,016	19,036,421
	33,366,061	32,437,111

Endowed investments are managed by investment managers under an investment policy approved by the Board of Governors. The investment policy limits investments to Canadian and foreign equities traded on a public market, Canadian and the United States government bonds, corporate bonds with a minimum credit rating of BBB, and cash equivalents.

The bond amounts are invested in a pooled fixed-income fund.

The College regularly reviews endowed investments to determine whether unrealized losses represent temporary changes in fair value or are a result of other than temporary impairments. The consideration of whether an investment is other than temporarily impaired is based on a number of factors which include, but are not limited to, the financial condition of the issuer and the length and magnitude of the unrealized loss and specific credit events.

The College also considers its intent and ability to hold an investment for a sufficient period of time for the value of the unrealized loss to recover.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

6. Endowment investments (continued)

- b) Endowed funds consist of external contributions that either the donor or the College has designated as a permanent endowment. The endowed funds cannot be expended by the College. The annual income earned on the endowed funds may be expended only for the externally restricted purpose specified by the donor or the College. The changes during the year in the Endowment Fund / Assets are as follows:

	2023	2022
	\$	\$
Opening balance	35,382,557	34,137,171
Contributions	358,239	441,027
Realized investment income	1,645,796	2,290,680
Distributions	(1,075,086)	(1,053,019)
Net contribution to Endowment Fund	928,949	1,678,688
Unrealized gains (losses) due to changes in fair value of endowment assets	(1,504,104)	(433,302)
Net change in Endowment Fund	(575,155)	1,245,386
Ending balance	34,807,402	35,382,557

The College's endowment policy is to annually distribute investment income equal to 5% of the Endowment Fund's book value at the end of the preceding fiscal year. The policy requires 4% to be distributed as student financial aid and 1% to cover a portion of fundraising expenses. The purpose of this policy is to allow the College to distribute a consistent amount of income from the endowed funds on an annual basis regardless of the investment income actually earned in the fiscal year.

As at March 31, 2023, the Endowment Fund assets included a balance of \$11,506,252 (2022 - \$10,935,542) which represents the cumulative realized investment income in excess of amounts distributed. The changes during the year are as follows:

	2023	Restated 2022
	\$	\$
Amount available for future distribution, beginning of year	10,935,542	9,697,881
Realized investment income	1,645,796	2,290,680
Amount distributed for bursaries and to cover fundraising expenses	(1,075,086)	(1,053,019)
Amount available for future distribution, end of year	11,506,252	10,935,542

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

7. Capital assets

	Cost	Accumulated amortization	2023 Net book value
	\$	\$	\$
Land	5,370,626	-	5,370,626
Buildings	376,312,734	150,197,753	226,114,981
Asset retirement obligation - buildings	1,817,100	1,285,367	531,733
Work in progress	25,290,353	-	25,290,353
Site improvements	52,813,127	33,175,870	19,637,257
Parking lots	926,213	926,213	-
Computers and equipment	38,684,478	33,698,747	4,985,731
Automotive equipment	447,200	347,812	99,388
Software	14,284,628	6,342,356	7,942,272
Works of Art	120,167	-	120,167
	516,066,626	225,974,118	290,092,508

	Cost	Accumulated amortization	Restated – Note 18 2022 Net book value
	\$	\$	\$
Land	5,370,626	-	5,370,626
Buildings	369,675,763	141,479,819	228,195,944
Asset retirement obligation - buildings	1,817,100	1,250,627	566,473
Work in progress	18,045,587	-	18,045,587
Site improvements	51,190,742	29,338,909	21,851,833
Parking lots	926,213	926,213	-
Computers and equipment	36,715,899	31,976,334	4,739,565
Automotive equipment	403,787	309,283	94,504
Software	14,160,503	5,012,225	9,148,278
Works of Art	63,500	-	63,500
	498,369,720	210,293,410	288,076,310

Assets under development are comprised of construction in progress and software under development.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

8. Deferred revenue

Details of the year-end balance are as follows:

	2023	2022
	\$	\$
Student tuition fees	61,339,267	46,460,821
Grants and reimbursements	767,853	445,585
Contract education services	1,212,625	2,086,820
Student aid	2,510,628	2,354,304
Miscellaneous projects	7,794,680	6,617,408
	73,625,053	57,964,938

Student tuition fees are for academic courses which extend beyond the fiscal year of the College.

Grants and reimbursements are unexpended externally restricted grants to be spent on future specific projects, including improvements and investments in the College's campus facilities, equipment and programs.

Contract education services represent prepayments for courses to be held in future years.

Student aid represents the unexpended donations and interest to be spent on student scholarships and bursaries in future years.

Miscellaneous projects include contributions, deposits and prepayments related to small, miscellaneous activities of the College.

9. Asset retirement obligation

The College's financial statements include an asset retirement obligation for four buildings on its Ottawa campus which were constructed using building materials containing asbestos. The related asset retirement costs are being amortized on a straight-line basis over the remaining useful life of the buildings. The estimated total undiscounted future expenditures are \$1,812,969 (2022 - \$1,817,100). The College will fund from operations any costs needed to remove asbestos before beginning new construction or renovation work in an area known to contain asbestos.

The carrying amount of the liability is as follows:

	2023	2022
	\$	\$
Opening balance	1,817,100	1,817,100
(Decrease) due to liability settled during the year	(4,131)	-
Increase / (decrease) due to revisions in estimated cash flows	-	-
Ending balance	1,812,969	1,817,100

The total amount of the liability may change due to the discovery of additional asset retirement obligations.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

10. Long-term debt and interest rate swaps

a) Long-term debt

The College has entered into the following long-term debt agreements to finance the construction of student residences, the Police and Public Safety Institute, and the Student Commons:

	2023	2022
	\$	\$
Residence I building loan, bearing real interest rate of 8.05% maturing in 2025, with average monthly payments of \$94,274	3,100,158	3,946,910
Residence II building loan, bearing real interest rate of 7.7% maturing in 2027, with average monthly payments of \$125,889	5,606,132	6,642,072
Residence III building loan, bearing real interest rate of 6.97% maturing in 2029, with average monthly payments of \$122,122	7,303,505	8,225,144
Police and Public Safety Institute loan, bearing real interest rate of 7.65% maturing in 2029, with average monthly payment of \$34,653	1,145,575	1,460,800
Student Commons loan, bearing interest at 4.008%, maturing in 2037, with semi-annual payments of \$678,301	15,183,182	15,909,343
	32,338,552	36,184,269
Less: current portion	(4,083,732)	(3,845,715)
	28,254,820	32,338,554

Interest is payable on a monthly basis. The principal of the loans is payable as follows:

	\$
2024	4,083,732
2025	4,336,936
2026	4,606,315
2027	3,615,495
2028	2,834,814
Thereafter	12,861,260
	32,338,552

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements

March 31, 2023

10. Long-term debt and interest rate swaps (continued)

b) *Interest rate swaps*

The College has interest rate swap agreements to manage the volatility of interest rates. The College converted a net notional \$59.0 million (2022 - \$59.0 million) of floating rate long-term debt relating to the three phases of the Residence and the Police and Public Safety Institute. The fixed rates received under the interest rate swaps range from 6.97% to 8.05% (2022- 5.97% to 6.95%). The maturity dates of the interest rate swaps are the same as the maturity dates of the associated long-term debt, ranging from 2025 to 2029.

The fair value of the interest rate swaps in favour of the counterparty at March 31, 2023 is \$1,060,212 (2022 - \$2,212,215).

11. Employee benefits plans

a) *Pension plan*

Substantially all of the employees of the College are members of the Colleges of Applied Arts and Technology ("CAAT") Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the CAAT. Plan members will receive benefits based on the length of service and on the average of annualized earnings during the highest five consecutive years prior to retirement, termination, or death. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Pension assets consist of investment grade securities. Market and credit risk on these securities are managed by the Plan by placing Plan assets in trust and through the Plan investment policy.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at December 31, 2022 indicated an actuarial surplus of \$4,713 million (2021 - \$4,369 million).

Contributions to the Plan and its associated retirement compensation arrangement made during the year by the College on behalf of its employees amounted to \$19,552,865 (2022 - \$17,845,827) and are included in salaries and benefits in the consolidated statement of operations.

b) *Post-employment benefits*

The College provides extended health care, dental insurance and life insurance benefits to certain of its employees under a multi-employer plan under CAAT. This coverage may be extended to the post-employment period. The most recent actuarial valuations of post-employment benefits were completed by the Plan's Actuary as of February 1, 2023 and were extrapolated for accounting purposes to March 31, 2023.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

11. Employee benefits plans (continued)

b) Post-employment benefits (continued)

Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The College recognizes as expense for current services the amount of its required contribution in a given year and the change in the accrued benefit liability in the year.

The significant actuarial assumptions adopted in estimating the College's accrued benefit liability are as follows:

	2023	2022
	%	%
Discount rate for prior fiscal disclosure and current fiscal benefit cost	2.90%	1.70%
Discount rate for current fiscal disclosure	3.40%	2.90%
Dental cost and premium increase for post-employment benefits	4.0%	4.00%
Medical premium escalation	6.16% in 2023, grading down to 4.0% in 2040	6.29% in 2020 decreasing to 4.0% by 2040
Expected return on assets for benefit cost	1.50%	0.85%
<u>Expected return on assets for disclosure</u>	4.20%	1.50%

The composition of the vacation, sick leave and post-employment net asset deficiency is as follows:

	2023	2022
	\$	\$
Post-employment benefits	3,006,634	2,910,000
Vacation	10,996,771	10,420,822
<u>Sick leave</u>	5,534,000	5,477,000
	19,537,405	18,807,822

The employee future benefit liability change for the year ended March 31, 2023 is an increase of \$729,583 (2022 - increase of \$582,461). This amount is comprised of:

	2023	2022
	\$	\$
Current year service cost	707,000	516,000
Interest expense on accrued benefit obligation	208,000	137,000
Amortization of actuarial (gain) loss	98,000	159,000
<u>Benefit payments made by the College during the year</u>	(283,417)	(229,539)
	729,583	582,461

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

12. Deferred capital contributions

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase and construction of capital assets. Investment income earned on government contributions received is also included in deferred capital contributions. The amortization of the deferred capital contributions is recorded as revenue in the consolidated statement of operations.

The changes in the deferred capital contributions balance are as follows:

	2023	2022
	\$	\$
Balance, beginning of year	147,554,107	152,517,241
Less amortization of deferred capital contributions	(7,440,434)	(7,531,482)
	140,113,673	144,985,759
Add capital contributions received:	312,140	-
Government contributions:		
Other capital projects	1,786,543	1,987,425
Apprenticeship Enhancement Fund	557,674	236,188
Contributions from the Students' Association:	400,000	-
Contributions received before donated equipment	3,056,357	2,223,613
Donated equipment	23,000	344,735
	3,079,357	2,568,348
Balance, end of year	143,193,030	147,554,107

13. Commitments, guarantees and contingencies

Commitments

The College has committed to make the following minimum payments under various vehicle, premises rental, equipment leases, including the ESCOII agreement, and subscription agreements. Under the ESCOII agreement, the College has engaged in a tri-party agreement with Siemens and Manulife in which the College agreed to pay Manulife energy savings derived under the ESCO agreement for the facility improvement measures implemented. The anticipated payments in each of the next five years and thereafter in aggregate under current arrangements are as follows:

	\$
2024	9,370,771
2025	6,606,066
2026	4,328,268
2027	3,302,849
2028	3,532,864
Thereafter	29,635,199
	56,776,017

Letters of credit

The College is contingently liable under letters of credit amounting to \$1,338,187 (2022 - \$1,775,704), which have been issued in the normal course of business.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements

March 31, 2023

13. Commitments, guarantees and contingencies (continued)

Guarantees

In the normal course of business, the College has entered into lease agreements for premises and equipment. It is common in such commercial lease transactions for the College, as the lessee, to agree to indemnify the lessor's liabilities that may arise from the use of the leased assets. The maximum amount potentially payable under the foregoing indemnities cannot be reasonably estimated. The College has liability insurance that relates to the indemnifications described above.

Contingencies

Effective June 2019, the Province of Ontario enacted Bill 124 "Protecting a Sustainable Public Sector for Future Generations Act, 2019". This legislation limited compensation increases to 1.0% per year for a three-year moderation period for both unionized and non-unionized employees in the Ontario public sector. The starting dates of the moderation period varied across entities and employee groups.

The moderation period for part-time support staff commenced effective February 1, 2021 and will end January 31, 2024. Academic employees commenced their moderation period on October 1, 2021, ending on September 30, 2024. Full-time support staff also began their moderation period on September 1, 2022 and will end August 31, 2025. The three-year moderation period for administrative employees commenced on April 1, 2021 and will end on March 31, 2024.

On November 29, 2022, the Ontario Superior Court of Justice struck down Bill 124, finding it unconstitutional and declaring it to be "void and of no effect". On December 29, 2022, the Ontario government filed a Notice of Appeal with the Ontario Court of Appeal. The impact, if any, to the organization as a result of the Ontario Superior Court decision is not determinable at this time. As such, no provision has been made in the financial statements.

In addition, the College is involved with pending litigation and claims which arise in the normal course of operations. In the opinion of the administration, any liability that may arise from such contingencies would not have a significant adverse effect on the consolidated financial statements of the College.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

14. Investment in capital assets

The investment in capital assets consists of the following:

	2023	Restated – Note 18 2022
	\$	\$
Capital assets	290,092,508	288,076,310
Less amounts financed by:		
Deferred capital contributions used (Note 12)	(143,193,030)	(147,554,107)
Long-term debt	(32,338,551)	(36,184,269)
Net book value of capitalized asset retirement obligations	(531,733)	(566,473)
	114,029,194	103,771,460

The net change in investment in capital assets is calculated as follows:

	2023	Restated – Note 18 2022
	\$	\$
Capital asset additions:		
Total additions	17,888,217	14,034,282
Less:		
Donated equipment	(23,000)	(344,738)
Additions net of donated equipment	17,865,217	13,689,544
Less:		
Other capital assets financed with capital contributions	(3,056,356)	(2,223,612)
Capital assets purchased with College funds	14,808,861	11,465,931
External financing:		
Decrease in long-term debt	3,845,717	3,621,955
Amortization of capitalized asset retirement obligations	34,740	34,740
Amortization of deferred capital contributions	7,440,434	7,531,482
Amortization of capital assets	(15,858,324)	(15,641,733)
Adjustment of capital assets	(13,694)	(39,320)
Net change in investment in capital assets	10,257,734	6,973,055

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements

March 31, 2023

15. Capital disclosures

Capital

The College considers its operating capital to consist of long-term debt including the interest rate swaps, net assets invested in capital assets, internally restricted net assets, and unrestricted net assets. The College's overall objective for its capital is to fund capital assets, future projects, and ongoing operations. The College manages its capital by appropriating amounts to internally restricted net assets for anticipated future projects, contingencies, and other capital requirements as disclosed below.

The College also considers its endowments, as disclosed in Note 6 as part of its capital. The College's objective with regard to endowments is to grow the endowment principal and maximize investment income to increase funding for student aid.

The College may not incur an accumulated deficit without the approval of the Minister of Colleges and Universities of Ontario. The College would be required to eliminate any accumulated deficit within a prescribed period of time.

The College is not subject to any other externally imposed capital requirements and its approach to capital management remains unchanged from the prior year.

Internally restricted net assets

Internally restricted net assets are funds restricted by the College for future projects to improve and invest in the College's campus facilities, information systems, equipment, programs, student aid, and employee retraining.

Internally restricted net assets consist of the following:

	2023	Restated - Note 18 2022
	\$	\$
Specific reserves:		
Other projects and initiatives	32,132,735	36,417,784
Campus Services reserve fund	4,754,805	286,755
Contingency reserve fund	10,454,000	9,449,000
Employment stabilization funds	627,856	589,143
Reserve funds:		
Future capital expansion	26,809,586	26,301,841
Gain on sale of March Road land	2,523,221	2,441,858
Balance, end of year	77,302,203	75,486,381

Due to the retroactive restatement relating to asset retirement obligations (Note 9), which impacted Net Assets in the comparative period, the Board of Governors approved a resolution to record this adjustment of \$1,250,627 to the internally restricted - future capital expansion reserve.

Additionally, during the year the Board of Governors approved the net transfer of \$1,815,822 from the unrestricted fund to internally restricted net assets (2022 – net transfer of \$10,097,662 from internally restricted net assets to the unrestricted fund).

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

16. Financial instruments

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The College is exposed to interest rate risk with respect to its interest-bearing investments and its long-term debt. The College mitigates interest rate risk on certain long-term debt through derivative interest-rate swap agreements which exchange the variable rate inherent in the loan for a fixed rate (Note 10b). As a result, fluctuations in market interest rates would not impact the future cash flows relating to these loans.

As at March 31, 2023, a 1% increase in nominal interest rates would result in a decline of investments of approximately \$973,191 (2022 - \$1,045,997) and an appreciation of the interest rate swap's fair value of approximately \$412,816 (2022 - \$610,946). Conversely, a 1% decrease in nominal interest rates would result in an increase of investments of approximately \$973,191 (2022 - \$1,045,997), and a decrease of the interest rate swap's fair value of approximately \$428,550 (2022 - \$638,266). These amounts do not include other variables such as convexity.

Price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The College is exposed to price risk with respect to its investments held in equity instruments.

As at March 31, 2023, a 5% increase in price would result in an increase to endowment assets of approximately \$1,071,982 (2022 - \$1,168,734).

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The College believes that it is not exposed to significant currency risks arising from its financial instruments.

Credit risk

Credit risk arises from the potential that a counterparty to an investment will fail to perform its obligations. The College is exposed to credit risk on its accounts receivable and its fixed-income investments. The maximum exposure to credit risk is the carrying value reported in the consolidated statement of financial position. Credit exposure is minimized by dealing mostly with creditworthy counterparties such as government agencies and public companies. The College also enforces approved collection policies for student accounts.

Concentrations of accounts receivable are described in Note 4. Primary credit portfolio concentrations on investments are detailed in Notes 3 and 6.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

16. Financial instruments (continued)

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet all cash flow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and cash flow analysis. The College has the following financial liabilities as at March 31, 2023:

	Net book value	2024	2025	2026 and after
	\$	\$	\$	\$
Accounts payable and accrued liabilities	41,274,435	41,274,435	-	-
Accrued salaries and employee deduction payable	3,990,869	3,990,869	-	-
Long-term debt	32,338,552	4,083,732	4,336,936	23,917,884
Vacation, sick leave and post-employment benefits	1,060,212	-	-	1,060,212
	78,664,068	49,349,036	4,336,936	24,978,096

2022

	Net book value	2023	2024	2025 and after
	\$	\$	\$	\$
Accounts payable and accrued liabilities	30,315,379	30,315,379	-	-
Accrued salaries and employee deduction payable	10,901,285	10,901,285	-	-
Long-term debt	36,184,269	4,083,732	4,336,936	27,763,601
Vacation, sick leave and post-employment benefits	18,807,822	18,807,822	-	-
	96,208,755	64,108,218	4,336,936	27,763,601

Fair values

The carrying values of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities, accrued salaries and employee deductions payable, approximate their fair value due to the relatively short periods to maturity of the instruments.

The carrying value of long-term debt including the interest rate swaps approximates fair value.

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

16. Financial instruments (continued)

Fair value hierarchy

Financial instruments are grouped into Levels 1 to 3 based on the degree to which fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

The following table presents the financial instruments recorded at fair value in the consolidated statement of financial position, classified using the fair value hierarchy described above:

	2023			
	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
Cash and cash equivalents	55,343,102	-	-	55,343,102
Short-term investments	-	70,505,473	-	70,505,473
Long-term investments	336,945	35,385,582	-	35,722,527
Endowment assets	21,859,809	12,947,593	-	34,807,402
Interest rate swaps	-	1,060,212	-	1,060,212
Total	77,539,856	119,898,860	-	197,438,716

	2022			
	Level 1	Level 2	Level 3	Total
	\$	\$	\$	\$
Cash and cash equivalents	73,325,337	-	-	73,325,337
Short-term investments	-	25,461,101	-	25,461,101
Long-term investments	332,280	36,822,894	-	37,155,174
Endowment assets	22,336,690	13,045,867	-	35,382,557
Interest rate swaps	-	2,212,215	-	2,212,215
Total	95,994,307	77,542,077	-	173,536,384

The Algonquin College of Applied Arts and Technology

Notes to the consolidated financial statements
March 31, 2023

17. Changes in non-cash operating working capital items:

	<u>2023</u>	<u>2022</u>
	\$	\$
Decrease in accounts receivable	5,758,576	18,715,403
Decrease in inventory	88,390	59,371
(Increase) in prepaid expenses	(2,158,484)	(673,352)
Increase in accounts payable and accrued liabilities	10,959,054	1,659,033
(Decrease) increase in accrued salaries and employee deductions payable	(6,910,416)	977,773
Increase in deferred revenue	15,660,115	5,342,583
	<u>23,397,235</u>	<u>26,080,811</u>

18. Change in accounting policy

Effective April 1, 2022, the College adopted new Public Sector Accounting Handbook Standard PS 3280 Asset Retirement Obligations. As a result of the adoption, the presentation of the financial statements changed from the prior year. The standard requires organizations to account for and report a liability for asset retirement obligations. This change in policy has been applied on a modified retroactive basis with restatement of prior periods. The impact of adoption of this standard was as follows:

	<u>2022</u>
	\$
Increase in capital assets	566,473
Increase in asset retirement obligations	1,817,100
Increase in amortization expense	34,740
Decrease in internally restricted net assets (Note 15)	1,215,887

19. Public college-private partnership

The College entered into a five (5) year, public-private partnership on February 1, 2022 to operate campuses in North York and Mississauga, Ontario, beginning in the fall of 2022. Gross revenue from the partnership included in contract educational services was \$4,381,879 (\$2022- nil).

The Algonquin College of Applied Arts and Technology

Supplementary information - Revenue - Schedule A
as at March 31, 2023

	2023	2022
	\$	\$
Grants and reimbursements:		
Post secondary activity	107,007,911	105,189,900
Apprentice programs	6,694,376	4,858,694
Special bursaries	2,382,774	3,618,204
	116,085,061	113,666,798
Student tuition fees:		
Full-time post secondary	139,771,303	118,653,470
Full-time non-funded	481,416	425,415
Part-time	11,074,269	12,507,018
Adult training	1,264,214	843,030
Student information technology fees	7,705,761	7,771,455
	160,296,963	140,200,388
Contract educational services:		
Provincially funded programs	19,085,529	35,029,233
Public college private partnership (Note 19)	4,381,879	-
International programs	1,420,872	650,673
Corporate and other programs	24,292,711	22,346,723
	49,180,991	58,026,629
Campus Services (Schedule B)	28,419,083	16,830,277
Other:		
Early Learning Centre	1,216,975	763,630
Student ancillary fees	6,431,044	6,089,837
Investment income	3,856,867	704,414
Miscellaneous	16,604,390	11,383,187
	28,109,276	18,941,068
Amortization of deferred capital contributions (Note 12)	7,440,434	7,531,482
Total revenue	389,531,808	355,196,642

The Algonquin College of Applied Arts and Technology

Supplementary information - Campus Services operations summary - Schedule B
as at March 31, 2023

	2023							
	Gross revenue	Internal revenue	Net revenue	Expenses	Internal expenses	Net expenses	Contribution including internal transactions	Contribution net of internal transactions
	\$	\$	\$	\$	\$	\$	\$	\$
Food services	7,413,931	(185,785)	7,228,146	7,664,134	(185,785)	7,478,349	(250,203)	(250,203)
Bookstore	9,086,942	(2,676,613)	6,410,329	8,791,355	(2,589,546)	6,201,809	295,587	208,520
Parking and lockers	4,675,393	(62,084)	4,613,309	989,470	(13,139)	976,331	3,685,923	3,636,978
Publishing centre	1,317,684	(1,178,384)	139,300	850,074	(760,207)	89,867	467,610	49,433
Residence	9,889,123	-	9,889,123	5,861,661	-	5,861,661	4,027,462	4,027,462
Director's office	138,876	-	138,876	985,893	-	985,893	(847,017)	(847,017)
Overhead allocation	-	-	-	-	(229,640)	(229,640)	-	229,640
Total	32,521,949	(4,102,866)	28,419,083	25,142,587	(3,778,315)	21,364,270	7,379,362	7,054,813

	2022							
	Gross revenue	Internal revenue	Net revenue	Expenses	Internal expenses	Net expenses	Contribution including internal transactions	Contribution net of internal transactions
	\$	\$	\$	\$	\$	\$	\$	\$
Food services	2,472,391	(32,285)	2,440,106	2,803,715	(32,285)	2,771,430	(331,324)	(331,324)
Bookstore	8,563,815	(2,555,721)	6,008,094	7,864,534	(2,347,034)	5,517,500	699,281	490,594
Parking and lockers	1,602,745	(26,549)	1,576,196	638,661	(10,579)	628,082	964,084	948,114
Publishing centre	738,032	(703,487)	34,545	726,114	(692,126)	33,988	11,918	557
Residence	6,641,903	-	6,641,903	5,109,507	-	5,109,507	1,532,396	1,532,396
Director's office	129,433	-	129,433	685,185	-	685,185	(555,752)	(555,752)
Overhead allocation	-	-	-	-	(234,665)	(234,665)	-	234,665
Total	20,148,319	(3,318,042)	16,830,277	17,827,716	(3,316,689)	14,511,027	2,320,603	2,319,250

See accompanying notes to the financial statements.

Financial statements of
2364193 Ontario Inc.

March 31, 2023

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Independent Auditor's Report

To the Board of Directors of 2364193 Ontario Inc.

Opinion

We have audited the financial statements of 2364193 Ontario Inc. ("the Company"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations and accumulated surplus and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at March 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditor's Report (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP
Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario
REPORT DATE

2364193 Ontario Inc.

Statement of financial position

As at March 31, 2023

	2023	2022
	\$	\$
Assets		
Current Assets		
Due from Algonquin College	100	100
	100	100
Net debt and accumulated deficit	100	100
Consists of:		
Unrestricted (deficiency)	-	-
Share capital (Note 3)	100	100
	100	100

Approved by the Board of Directors

_____ Director

_____ Director

2364193 Ontario Inc.

Statement of operations and accumulated surplus year ended March 31, 2023

	2023	2022
	\$	\$
Revenue	-	-
Expenses		
Professional fees	-	-
Miscellaneous expenses	-	-
	-	-
Accumulated deficit, beginning and end of year	-	-

2364193 Ontario Inc.

Statement of cash flows

year ended March 31, 2023

	2023	2022
	\$	\$
Operating activities		
Surplus	-	-
Variations in statement of financial position	-	-
Increase in due from Algonquin College	-	-
Increase in cash	-	-
Cash, beginning of year	-	-

2364193 Ontario Inc.

Notes to the financial statements

March 31, 2023

1. Description of the organization

Authorities

2364193 Ontario Inc. (the "Company") was incorporated in March 2013 under the laws of the Province of Ontario. Its purpose is to hold a 5% interest in Algonquin College - Saudi Arabia, which provided post-secondary education in the Kingdom of Saudi Arabia; the remaining interest in Algonquin College Saudi - Arabia is held by the Algonquin College of Applied Arts and Technology (the "College").

The Company is subject to income taxes under the provisions of the Income Tax Act.

2. Significant accounting policies

Basis of presentation

The Company's share capital is controlled by the College. The Company is deemed another government organization per the Introduction to Public Sector Accounting Standards ("PSAS") and has elected to prepare these financial statements in accordance with Canadian PSAS. The Company's significant accounting policies are as follows:

Revenue

Investment revenue is recorded on the accrual basis of accounting.

Expenses

Expenses are recorded on the accrual basis of accounting.

Investment in Algonquin College Saudi Arabia

The Company's investment in Algonquin College - Saudi Arabia was fully written-down in a prior year.

Financial instruments

The Company's financial instruments consist of due from Algonquin College. All financial instruments are carried at amortized cost.

Unless otherwise noted, it is management's opinion that the Company is not exposed to significant interest, currency or credit risk arising from this financial instrument. Unless otherwise disclosed in these financial statements, management estimates that the carrying values of the financial instruments approximate their fair value due to their short-term maturity.

Income taxes

The Company has unused income tax losses of \$35,086 (2019 - loss of \$35,086) available for future years.

Measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these financial statements, management believes that its estimates and assumptions, as well as those provided by others, to be reasonable. However, actual results may differ from these estimates. Therefore, estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are recorded in the financial statements in the year they become known.

2364193 Ontario Inc.

Notes to the financial statements

March 31, 2023

3. Share capital

The Company is authorized to issue an unlimited number of common shares. As at March 31, 2023, 100 shares were issued at a nominal value of \$1 each.

DRAFT

Report title:	Fourth Quarter 2022-23 Financial Report
Report to:	Board of Governors
Date:	June 5, 2023
Author/Presenter:	Grant Perry, Chief Financial Officer

1. RECOMMENDATION:

THAT the Board of Governors accepts the Fourth Quarter 2022-23 Financial Report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present Appendix A: Fourth Quarter 2022-23 Financial Report, including a summary of funded positions, and to provide an updated compliance status of the Board Policy BGII-02: Financial Management, presented in Appendix B: Fourth Quarter 2022-23 Compliance Schedule.

3. BACKGROUND:

On February 28, 2022, the Board of Governors approved the 2022-23 Annual Budget with an overall net contribution of \$3.0 million in compliance with both the Board of Governors' Direction and the Ministry of Colleges and Universities Operating Directive.

4. DISCUSSION:

The Quarterly Projection/Report takes into consideration any changes to the original assumptions underlying the Approved Annual Budget, including enrolment, funding and other operational and capital changes. Variance analysis for significant changes is included within the report.

Increases in the projected net contribution of the College for the fiscal year were realized from increased revenues from Ministry contracts, expenditure savings, and reductions in capital spending as compared to the Approved Annual Budget. Report details are provided in Appendix A: Fourth Quarter 2022-23 Financial Report.

Despite an overall 12.6% reduction in enrolment from the Approved Annual Budget, an increase of \$8.4 million to the overall net contribution of the College was achieved for the fiscal year. This increase is mainly due to changes in spending within our Strategic Investment Priorities projects. Changes to Strategic Investment Priorities include additional revenue from the Ministry of Colleges and Universities announced after the Annual Budget 2022-23 was approved. In addition, the net contribution of the College increased, as compared to the Approved Annual Budget, due to the deferral of planned expenditures for Strategic Investment Priorities projects to future years and in particular, the R3 (Student Information System) Project. When considered together, these in-year expenditure deferrals, and unexpected grant funding allocations have helped to offset the lower than originally projected net contributions in College operations from reduced enrolments and reduced contract activity.

The numbers on the chart below are presented on a modified cash flow basis, and on a Public Sector Accounting Standards basis. That is, the report below details the net cash inflows and outflows before incorporating accounting adjustments such as the repayment of debt and non-cash adjustments and depreciation expense. These accounting adjustments are required to report the College's financial position based on Public Sector Accounting Standards (PSAS). There are times when reports presented only based on Public Sector Accounting Standards could make the overall performance of the College appear to be more positive or negative than it may actually be. By presenting these financials on both a cash and accounting basis, we are providing a more transparent view of the financial results and performance of the College.

\$M	Approved	Year-End Actuals	Variance
	2022-23 Net Contribution	2022-23 Net Contribution	Approved vs Fourth Quarter
Funded Activity / College Operations	\$(6.5)	\$(1.5)	\$5.0
Contract and Other Non-Funded Activity	4.3	0.7	(3.5)
Campus Services	4.4	4.4	0.0
International Education Centre	<u>22.9</u>	<u>20.4</u>	<u>(2.5)</u>
Net Contribution from Total College Operations	25.1	24.0	(1.0)
Net Strategic Investment Priorities	(35.7)	(22.1)	13.6
Net Contribution as per Modified Cash Flow Basis	\$ (10.6)	\$ 1.9	\$ 12.6
Add Back Principal Portion of Debt	3.8	3.8	0.0
Non-Cash Adjustments: Capitalization & Depreciation	<u>9.8</u>	<u>5.6</u>	<u>(4.2)</u>
Net Contribution as per Public Sector Accounting Standards Basis	\$ 3.0	\$ 11.3	\$ 8.4
	Approved Annual Budget 2022-23	Fourth Quarter 2022-23 Year-End Actuals	Variance Approved vs Fourth Quarter
Domestic Enrolment	37,923	32,805	(13.5%)
International Enrolment	11,642	10,500	(9.8%)

Public College Private Partnership Enrolment (Toronto)	449	663	47.7%
Total Enrolments	50,014	43,968	(12.1%)

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

Students have benefited from additional investments in technology infrastructure, renovations, and adaptations to learning spaces, maintenance of existing learning spaces, and investment in new program development, academic equipment, and new facilities.

7. FINANCIAL IMPACT:

The Fourth Quarter 2022-23 Financial Report details an increase in net contribution of \$8.3 million above the 2022-23 Approved Annual Budget of \$3.0 million, for a total net contribution of \$11.3 million for the fiscal year.

8. HUMAN RESOURCES IMPACT:

The 2022-23 Approved Annual Budget provided required funding for all existing full-time permanent staff, complement positions, and other than permanent positions.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Quarterly Projections/Reports comply with the Ministry of Colleges and Universities' Business Plan Operating Procedure Directive.

10. COMMUNICATIONS:

All required communications will be administered through the Communications and External Relations Office.

11. CONCLUSION:

The Algonquin College Fourth Quarter 2022-23 Financial Report is provided to present year-end results compared to the Approved Annual Budget. These results support the achievement of the Strategic Plan and Business Plan of the College and comply with Provincial government directives which ensure the financial health of the College now and into the future.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Fourth Quarter 2022-23 Financial Report Appendix B: Fourth Quarter 2022-23 Compliance Schedule

7.1 Appendix A

Financial Report

FOURTH QUARTER
2022-23

Board of Governors
June 5, 2023

ALGONQUIN
COLLEGE



Fourth Quarter 2022-23 Financial Report

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	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/Unfavourable	Variance as % of Approved
Funded Activity/College Operations							
Revenue	\$ 284,239	\$ 281,550	\$ 274,683	\$ 274,407	\$ 280,998	\$ (3,241)	-1%
Expenditures ¹	290,764	287,795	285,082	281,954	282,449	8,315	3%
Net Contribution as per Modified Cash Flow Basis	(6,525)	(6,245)	(10,399)	(7,547)	(1,451)	5,074	78%
Contracts & Other Non-Funded Activity							
Revenue	46,592	42,963	42,746	40,964	37,317	(9,275)	-20%
Expenditures	42,331	41,351	41,067	39,739	36,570	5,761	14%
Net Contribution as per Modified Cash Flow Basis	4,261	1,612	1,679	1,225	747	(3,514)	-82%
Campus Services							
Revenue	35,567	34,498	32,772	33,206	32,522	(3,045)	-9%
Expenditures ¹	31,212	30,648	29,197	29,068	28,132	3,080	10%
Net Contribution as per Modified Cash Flow Basis	4,355	3,850	3,575	4,138	4,390	35	1%
International Education Centre							
Revenue	73,277	68,379	66,757	67,861	65,190	(8,087)	-11%
Expenditures	50,398	48,274	46,672	46,993	44,881	5,517	11%
Net Contribution as per Modified Cash Flow Basis	22,879	20,105	20,085	20,868	20,309	(2,570)	-11%
Net Contribution on Operating Activities	24,970	19,322	14,940	18,684	23,995	(975)	-4%
Strategic Investment Priorities							
Revenue	6,503	7,495	8,187	8,187	8,584	2,081	32%
Expenditures	42,160	40,246	34,828	33,740	30,650	11,510	27%
Net Contribution as per Modified Cash Flow Basis	(35,657)	(32,751)	(26,641)	(25,553)	(22,066)	13,591	38%
Net Contribution as per Modified Cash Flow Basis	(10,687)	(13,429)	(11,701)	(6,869)	1,929	12,616	118%
Non-Cash Revenue Adjustments							
Capital Grants recorded as Deferred Capital Contributions	(1,100)	(1,100)	(1,400)	(1,400)	(3,020)	(1,920)	-175%
Amortization of Deferred Capital Contributions	7,900	7,800	7,800	7,800	7,440	(460)	-6%
Non-Cash Expenditure Adjustments							
Expenditures to be Capitalized (Moved to Balance Sheet)	18,700	20,500	19,100	18,400	17,911	(789)	-4%
Amortization Expense	(16,200)	(15,500)	(15,500)	(15,500)	(16,032)	168	1%
Change in Vacation, Sick Leave & Post-Employment Benefits	500	(300)	(390)	(390)	(730)	(1,230)	-246%
Add Back: Principal Portion of Debt Payments ¹	3,846	3,846	3,846	3,846	3,846	0	0%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 2,959	\$ 1,817	\$ 1,755	\$ 5,887	\$ 11,344	\$ 8,385	283%

¹ Expenditures were updated to include Principal Portion of Debt Payments in Funded Activity and Campus Services to report on a modified cash flow basis. Total Expenditures reflect \$3.85M in principal debt repayments in 2022-23 for both Funded Activity (\$914K) and Campus Services (\$2.94M).

	Restated March 31, 2022 Year-End Actual	March 31, 2023 Approved Annual Budget	March 31, 2023 Q1 Projected	March 31, 2023 Q2 Projected	March 31, 2023 Q3 Projected	Year-End Actual (Unaudited)	Year-End vs. Approved Variance
ASSETS							
Current Assets							
Cash and Short Term Investments	\$ 98,786	\$ 76,018	\$ 79,589	\$ 78,601	\$ 85,932	\$ 125,847	\$ 49,829
Accounts Receivable	26,818	29,000	28,000	28,000	28,000	21,059	(7,941)
Inventory	1,936	2,200	2,200	2,200	2,200	1,848	(352)
Prepaid Expenses	5,538	4,500	5,500	5,500	5,500	7,696	3,196
	133,078	111,718	115,289	114,301	121,632	156,450	44,732
Investments	37,155	28,500	36,300	39,017	36,517	35,723	7,223
Long Term Prepaid Asset	5,500	5,326	5,326	5,326	5,326	5,326	-
Endowment Assets	35,383	35,337	36,383	36,383	36,383	34,807	(530)
Capital Assets	288,076	294,036	294,613	293,213	290,976	290,093	(3,943)
TOTAL ASSETS	\$ 499,192	\$ 474,917	\$ 487,911	\$ 488,240	\$ 490,834	\$ 522,399	\$ 47,482
LIABILITIES & NET ASSETS							
Current Liabilities							
Accounts Payable & Accrued Liabilities	\$ 30,315	\$ 29,000	\$ 29,000	\$ 29,000	\$ 29,000	\$ 41,274	\$ 12,274
Accrued Salaries & Employee Deductions Payable	10,901	9,500	9,500	9,500	9,500	3,991	(5,509)
Deferred Revenue	57,965	45,000	55,294	55,294	55,294	73,625	28,625
Current Portion of Long Term Debt	3,846	4,084	4,084	4,084	4,084	4,084	-
	103,027	87,584	97,878	97,878	97,878	122,974	35,390
Long Term Debt	32,339	28,254	28,254	28,254	28,254	28,255	1
Vacation, Sick Leave & Post-Employment Benefits	18,808	17,225	19,108	19,198	19,198	19,537	2,312
Deferred Capital Contributions	147,554	138,817	140,854	141,154	141,154	143,193	4,376
Interest Rate Swaps	2,212	4,203	2,212	2,212	2,212	1,060	(3,143)
Asset Retirement Obligation ¹	1,817	2,103	2,103	2,103	1,817	1,813	(290)
Net Assets							
Unrestricted	1,000	1,000	1,000	1,000	1,000	1,000	-
Investment in Capital Assets	103,771	122,881	121,421	119,721	117,484	114,029	(8,852)
Vacation, Sick Leave & Post-Employment Benefits	(18,808)	(17,225)	(19,108)	(19,198)	(19,198)	(19,537)	(2,312)
Internally Restricted	75,487	58,709	61,204	62,933	68,050	77,302	18,593
Endowment Fund	35,383	35,337	36,383	36,383	36,383	34,807	(530)
	196,833	200,702	200,900	200,839	203,719	207,601	6,899
Accumulated Remeasurement Losses	(3,398)	(3,971)	(3,398)	(3,398)	(3,398)	(2,034)	1,937
	193,435	196,731	197,502	197,441	200,321	205,567	8,836
TOTAL LIABILITIES & NET ASSETS	\$ 499,192	\$ 474,917	\$ 487,911	\$ 488,240	\$ 490,834	\$ 522,399	\$ 47,482

¹ Public Sector Accounting Standard PS3280 - Asset Retirement Obligations (ARO) came into effect on April 1, 2022.

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/ Unfavourable
FUNDED ACTIVITY/COLLEGE OPERATIONS						
Grants						
Post Secondary Activity	\$ 105,439	\$ 106,339	\$ 107,306	\$ 107,306	\$ 109,372	\$ 3,933
Apprentice	5,302	5,321	5,368	6,554	6,694	1,392
Flow-Through Student Aid	1,620	2,218	2,218	2,218	2,383	763
TOTAL GRANTS	112,361	113,878	114,892	116,078	118,449	6,088
Tuition Fees						
Full-Time Post Secondary ^{2,3}	91,551	88,890	84,707	83,821	81,212	(10,339)
Full-Time Non-Funded	298	298	486	486	463	165
Part-Time ²	10,927	10,691	10,453	9,827	9,202	(1,725)
Apprenticeship Fees (formerly Adult Training) ²	1,159	1,115	1,100	1,128	1,149	(10)
Student Technology Fees	9,054	8,444	7,975	7,919	7,706	(1,348)
TOTAL TUITION FEES	112,989	109,438	104,721	103,181	99,732	(13,257)
Contract Educational Services						
Corporate & Other Programs	6,219	6,436	6,687	6,572	8,381	2,162
TOTAL CONTRACT EDUCATIONAL SERVICES	6,219	6,436	6,687	6,572	8,381	2,162
Other						
Early Learning Centre	1,118	1,118	1,118	1,118	1,217	99
Student Ancillary Fees	6,548	6,435	5,813	6,022	6,367	(181)
Investment Income	722	2,258	2,258	2,258	3,857	3,135
Transfer from International Education Centre ¹	33,301	31,318	29,557	30,194	30,385	(2,916)
Miscellaneous	10,981	10,669	9,637	8,984	12,610	1,629
TOTAL OTHER	52,670	51,798	48,383	48,576	54,436	1,766
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS ³	284,239	281,550	274,683	274,407	280,998	(3,241)
CONTRACTS & OTHER NON-FUNDED ACTIVITY ³	46,592	42,963	42,746	40,964	37,317	(9,275)
CAMPUS SERVICES	35,567	34,498	32,772	33,206	32,522	(3,045)
INTERNATIONAL EDUCATION CENTRE	73,277	68,379	66,757	67,861	65,190	(8,087)
STRATEGIC INVESTMENT PRIORITIES	6,503	7,495	8,187	8,187	8,584	2,081
TOTAL REVENUE	\$ 446,178	\$ 434,885	\$ 425,145	\$ 424,625	\$ 424,611	\$ (21,567)

¹ 50% of the International Fee Premium is shared with Academic Services (part of Funded Activity/College Operations).

² \$169K in revenue that was categorized within the Approved Annual Budget 2022-23 in the category previously known as Adult Training was recategorized to Full-Time Post Secondary tuition and Part-Time tuition. The revenue remaining in that category has been relabeled as Apprenticeship Fees.

³ The Approved Annual Budget 2022-23, Q1 and Q2 Projection values have been restated due to cost centers recategorized from Contract & Other Non-Funded Activity to Funded Activity.

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 3,933	Favourable variance due to \$2.04M increase in the Nursing Program Transformation Initiative Funding of 2022-23, and a \$649K increase in revenue for the extension of the Personal Support Worker Accelerated Program, which were announced after the Annual Budget was approved. Additionally, Student Services saw a revenue growth of \$840K, primarily due to an increase in the Accessibility Fund for Students with Disabilities and the Mental Health Worker Grant. Lastly, an additional \$153K related to administration funding for the Apprenticeship In-Class Enhancement Fund announced by the Ministry of Labour, Immigration, Training and Skills Development in November 2022.
Apprentice	\$ 1,392	Favourable variance mainly due to the Apprenticeship In-Class Enhancement Fund per diem rate increase announced by the Ministry of Labour, Immigration, Training and Skills Development in November 2022.
Flow-Through Student Aid	\$ 763	Favourable variance as a result of \$598K in provincial funding for bursaries related to the extension of the Personal Support Worker Accelerated program, which was announced after the Annual Budget was approved. An additional \$185K increase mainly attributed to the Students with Disabilities Bursaries and the Ontario-Ukraine Solidarity Scholarship Program.
Full-Time Post Secondary Tuition Fees	\$ (10,339)	Unfavourable variance due to a 12.6% reduction in total enrolment from the Approved Annual Budget 2022-23.
Part-Time Tuition Fees	\$ (1,725)	Unfavourable variance is mainly due to a \$1M decrease in revenue from AC Online's part-time funded programs as a result of lower than projected enrolment. Additionally, there was a \$249K decrease in revenue from non-funded programs in the School of Advanced Technology, a \$152K decrease in revenue from the School of Business and Hospitality's Continuing Education programs, and a \$157K decrease in revenue from the Language Institute's part-time funded programs. The Building Trades program wind-down at the Algonquin Centre for Construction Excellence (ACCE) also contributed to a decrease of \$370K in revenue.
Student Technology Fees	\$ (1,348)	Unfavourable variance due to a 12.6% reduction in total enrolment from the Approved Annual Budget 2022-23.

Description	Variance Favourable/ (Unfavourable)	Comments
Corporate & Other Programs	\$ 2,162	Favourable variance mainly attributed to an increase in revenues from collaborative programs. A \$932K increase in revenue from the collaborative nursing program with the University of Ottawa, a \$511K increase from the Bachelor of Information Technology collaborative program with Carleton University, a \$246K increase from the Bachelor of Information Technology (BIT) - Information Resource Management program, as well as other minor increases in various collaborative program revenues. Additionally, the School of Business and Hospitality's new City of Ottawa Food Services program contributed to a \$328K increase in revenue. However, these increases were partially offset by a \$205K decrease in revenue from the Bachelor of Information Technology (BIT) - Interactive Multimedia and Design degree program with Carleton University.
Investment Income	\$ 3,135	Favourable variance due to a \$2.4M increase in investment income resulting from transferring \$40M from short-term investments to a higher-yielding investment, combined with an increase in interest rates (average interest rate for 2022-23 was 3.37%, compared to the projected 0.75% rate which was based on the 2021-22 average rate). Additionally, there was an additional \$740K increase in income due to a lower than projected investment loss.
Transfer from International Education Centre	\$ (2,916)	Unfavourable variance due to a decrease of International Fee Premiums allocated to Funded Activity as a result of a 9.8% decline in international student enrolment from the Approved Annual Budget.
Miscellaneous	\$ 1,629	Favourable variance in miscellaneous revenue is primarily due to HST rebates as per the analysis conducted by KPMG (\$816K) and internal revenue allocations between College departments (\$736K), which were both higher than projected.
Contract and Other Non-Funded Activity	\$ (9,275)	Unfavourable variance due to a \$7.1M decrease in Business Development and Corporate Training as the SkillsAdvance Ontario (SAO) contracts were not awarded in 2022-23 as projected, combined with unfavorable variance of a \$1.4M in Advancement Operations due to lower than projected donations and an \$847K decrease in School Contracts mainly due to the lower than expected activities for the Employment Ontario Literacy and Basic Skills program, as well as the SAO Forestry project. The revenue decreases were partially offset by a favourable variance of \$679K due to a 47.7% increase in Public College Private Partnership (PCPP) enrolment from the Approved Annual Budget 2022-23, as well as other minor variances.

Description	Variance Favourable/ (Unfavourable)	Comments
Campus Services	\$ (3,045)	Unfavourable variance is a result of a \$1.6M decrease in Food and Conference Services sales due to a delay in re-opening several Food Services locations, as well as lower than anticipated booking of banquet and conference events. Also, a \$1.1M decrease in Bookstore sales mainly due to lower enrolment resulting in lower textbook and e-text sales. As well as a \$338K decrease in Residence revenue mainly due to the delay in the decision to re-open the summer hotel. These decreases were partially offset by a \$306K increase in Parking Services revenue mainly due to an increase in student parking permits and pay & display machine sales.
International Education Centre	\$ (8,087)	Unfavourable variance mainly due to a \$6.6M decrease in Full-Time Tuition Fees & International Premium revenues due to a 9.8% reduction in international student enrolment from the Approved Annual Budget 2022-23. Also due to a \$1.4M decrease in contract and other revenues as a result of a decline in insurance premiums, delays in restarting short-term programs, and a delay in the launch of the Algonquin College - Kuwait degree program.
Strategic Investment Priorities	\$ 2,081	Favourable variance due to additional \$900K in Facilities Renewal Program Grant funding announced by the Ministry of Colleges and Universities after the Annual Budget was approved. Also, an additional \$341K for Apprenticeship Capital Grant funding mainly related to a new Electronics Lab and \$360K in donation funding related to Health Sciences Labs in Ottawa and Pembroke. Lastly, \$531K in revenue from the Students' Association related to the Ishkedowan Courtyard and the Athletics and Recreation Centre.
Total Explained Variances	\$ (21,640)	
Other Minor Variances	\$ 73	
Total Variance	\$ (21,567)	



Fourth Quarter 2022-23 Financial Report
EXPENDITURES SCHEDULE
(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/ Unfavourable
FUNDED ACTIVITY/COLLEGE OPERATIONS						
TOTAL SALARIES & BENEFITS ¹	\$ 209,341	\$ 207,433	\$ 206,374	\$ 205,933	\$ 206,994	\$ 2,347
Other Operating Costs						
Mandated Student Aid	5,321	5,321	5,321	5,321	5,039	282
Contingencies	5,358	4,358	3,108	3,108	2,430	2,928
Long Term Debt Interest	612	612	612	612	612	-
Contract Services ¹	20,893	18,286	18,242	16,678	16,689	4,204
Instructional Supplies & Equipment ¹	5,298	6,103	5,996	5,894	5,079	219
Information Technology	13,285	13,060	13,015	12,644	12,528	757
Marketing and Promotion	2,087	2,102	2,017	1,795	1,612	475
Building Maintenance & Utilities	13,579	13,307	13,743	13,742	14,159	(580)
Flow-Through Student Aid	1,620	2,218	2,218	2,218	2,383	(763)
Cost of Goods Sold	322	328	287	287	264	58
Principal Portion of Debt Payments ²	914	914	914	914	914	-
Other ¹	12,134	13,753	13,235	12,808	13,746	(1,612)
TOTAL OTHER OPERATING	81,423	80,362	78,708	76,021	75,455	5,968
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS ¹	290,764	287,795	285,082	281,954	282,449	8,315
CONTRACTS & OTHER NON-FUNDED ACTIVITY ¹	42,331	41,351	41,067	39,739	36,570	5,761
CAMPUS SERVICES	31,212	30,648	29,197	29,068	28,132	3,080
INTERNATIONAL EDUCATION CENTRE	50,398	48,274	46,672	46,993	44,881	5,517
STRATEGIC INVESTMENT PRIORITIES	42,160	40,246	34,828	33,740	30,650	11,510
TOTAL EXPENDITURES ²	\$ 456,865	\$ 448,314	\$ 436,846	\$ 431,494	\$ 422,682	\$ 34,183

¹ The Approved Annual Budget 2022-23, Q1 and Q2 Projection values have been restated due to cost centers recategorized from Contract & Other Non-Funded Activity to Funded Activity.

² Expenditures were updated to include Principal Portion of Debt Payments in Funded Activity and Campus Services to report on a modified cash flow basis. Total Expenditures reflect \$3.85M in principal debt repayments in 2022-23 for both Funded Activity (\$914K) and Campus Services (\$2.94M).

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ 2,347	Favourable variance due to vacancies within the College which is partly being driven by the competitive market for talent and hiring impacts due to the pandemic. Favourable variance also due to lower than anticipated enrolment resulting in minor salary savings.
Mandated Student Aid	\$ 282	Favorable variance mainly due to lower than projected spending related to the College Student Employment Program.
Contingencies	\$ 2,928	Favourable variance due to \$2M reduction in Special Contingency allocation to offset the financial impact of lower than projected enrolment; \$323K related to lower than projected General Contingency spending, as well as other savings in Leave Replacement contingencies due to a change in the policy during the year.
Contract Services	\$ 4,204	\$3.8M favourable variance due to reduction of Contract Services expenditures for Academic Services due to lower enrolment and other factors. A favourable variance of \$517K within Risk Management due to lower than projected security expenditures as a result of labour shortages. Offset by the unfavourable variance of \$552K within Information Technology Services due to contracts put in place to address project management capacity (partially offset by vacancy savings).
Instructional Supplies & Equipment	\$ 219	Favourable variance mainly due to incidental fee related expenses originally budgeted in the Instructional Supplies & Equipment category but recognized in other categories. Favourable variance also due to lower than projected enrolment.
Information Technology	\$ 757	Favourable variance due to lower than projected expenditures related to software licenses and hardware maintenance and equipment.
Marketing and Promotion	\$ 475	\$185K favourable variance due to lower than projected spending on Special Projects (offset by a decrease in revenue), as well as a favorable variance due to cost containment measures with reductions in promotional expenditures.

Description	Variance Favourable/ (Unfavourable)	Comments
Building Maintenance & Utilities	\$ (580)	Unfavourable variance mainly due to higher than expected electricity and fuel expenses (\$686K), as well as \$212K in unplanned mechanical maintenance and refuse removal costs. Partially offset by a \$822K reduction in contract cleaning costs. Other minor unfavourable variances for increased costs related to safety maintenance costs, water, janitorial supplies, etc.
Flow-Through Student Aid	\$ (763)	Unfavourable variance due to the bursary distribution for the extension of the provincially funded Personal Support Worker Accelerated program (offset by a corresponding increase in revenue).
Other Costs	\$ (1,612)	\$769K unfavourable variance in professional fees mainly due to delays in filling some positions as well as KPMG services related to the HST rebate calculations (offset by an increase in revenue). Other unfavourable variances in bank charges (\$289K), insurance fees (\$208K) and bad debts (\$177K).
Contract and Other Non-Funded Activity	\$ 5,761	\$3.5M favourable variance in Business Development and Corporate Training due to reduced activity on SkillsAdvance Ontario contracts, as well as new contracts not awarded as projected. Also, a \$1.6M favourable variance in Advancement Operations due to lower than projected flow through of donations. A \$541K favourable variance due to the savings in School Contracts related to the lower-than-expected activities in various programs and the closure of the Smiths Falls site for the Literacy and Basic Skills program. These variances are partially offset by a \$368K unfavourable variance due to a 47.7% increase in Public College Private Partnership (PCPP) enrolment from the Approved Annual Budget 2022-23 (offset by a corresponding increase in revenue).
Campus Services	\$ 3,080	Favourable variance due to a decrease in the cost of goods sold as a direct result of the decrease in Textbook and E-Text sales, as well as Residence operational savings in maintenance costs and upkeep of the facility as a result of the delay in re-opening the summer hotel. Also, due to a decrease in staffing costs as a result of the delay in the hiring process due to the competitive labour market.

Description	Variance Favourable/ (Unfavourable)	Comments
International Education Centre	\$ 5,517	Favourable variance mainly due to a 9.8% decline in international student enrolment from the Approved Annual Budget 2022-23 resulting in decreased referral fees. Also, other savings in health insurance, travel expenditures, cell phones and office supplies related to the shift to remote work.
Strategic Investment Priorities	\$ 11,510	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 34,125	
Other Minor Variances	\$ 58	
Total Variance	\$ 34,183	

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Year-End Actual (Unaudited)	Year-End vs. Approved Variance Favourable/Unfavourable
SOURCE OF FUNDS:						
Facilities Renewal Grant	\$ 4,000	\$ 4,900	\$ 4,900	\$ 4,900	\$ 4,900	\$ 900
College Equipment Renewal Fund Grant	1,503	1,503	1,503	1,503	1,445	(58)
Apprenticeship Capital Grant	1,000	1,092	1,484	1,484	1,341	341
Donations	-	-	300	300	360	360
Students' Association Contribution	-	-	-	-	531	531
Miscellaneous	-	-	-	-	7	7
TOTAL SOURCE OF FUNDS	6,503	7,495	8,187	8,187	8,584	2,081
EXPENDITURES:						
Major Capital Projects						
Campus Accessibility	2,100	2,126	2,126	2,126	1,746	354
Pedestrian Bridge to Bus Rapid Transit Station	1,161	1,161	341	341	397	764
R3 (Student Information System)	20,000	20,000	15,800	15,800	13,226	6,774
Salesforce Lightning Upgrade	3,154	2,126	2,126	1,628	1,552	1,602
Total Major Capital Projects	26,415	25,413	20,393	19,895	16,921	9,494
Other						
Academic & Other Equipment	1,000	1,000	1,000	1,000	1,784	(784)
Apprenticeship Capital Grant	1,000	1,092	1,484	1,484	1,346	(346)
Campus Services	275	275	275	275	75	200
College Space & Infrastructure	5,527	6,300	6,055	5,736	5,349	178
College Technologies	2,715	2,715	2,715	2,561	2,309	406
Initiatives & Opportunities	4,146	4,369	2,444	2,327	2,158	1,988
New Program Initiatives	1,082	1,082	962	962	708	374
Adjustment for Anticipated Underspend	-	(2,000)	(500)	(500)	-	-
Total Other	15,745	14,833	14,435	13,845	13,729	2,016
TOTAL EXPENDITURES	42,160	40,246	34,828	33,740	30,650	11,510
TOTAL NET CONTRIBUTION	\$ (35,657)	\$ (32,751)	\$ (26,641)	\$ (25,553)	\$ (22,066)	\$ 13,591

Description	Variance Favourable/ (Unfavourable)	Comments
Revenue		
Facilities Renewal Grant	\$ 900	Favourable variance due to additional funding announced by the Ministry of Colleges and Universities in May 2022 after the Annual Budget 2022-23 was approved.
Apprenticeship Capital Grant	\$ 341	Favourable variance due to funding for a new Electronics Lab for the Electrician Apprenticeship program announced after the Annual Budget 2022-23 was approved (offset by an increase in expenditures).
Donations	\$ 360	Favourable variance due to \$276K in donations received for the Ottawa Health Sciences Lab, \$75K in donations for the Pembroke Health Sciences Lab as well as other minor donations.
Students' Association Contribution	\$ 531	\$400K favourable variance due to the final payment from the Students' Association related to their \$1 million pledge towards the Ishkedowan Courtyard. Also, \$131K in revenue from the Students' Association related to Athletics and Recreation Centre expenditures.
Expenditures		
Campus Accessibility	\$ 354	Favourable variance due to delays in work being completed prior to year-end with expenditures deferred to 2023-24.
Pedestrian Bridge to Bus Rapid Transit Station	\$ 764	Favourable variance due to deferral of expenditures to 2023-24 related to delays in the City of Ottawa portion of the construction of the pedestrian bridge.
R3 (Student Information System)	\$ 6,774	Favourable variance due to the carry forward of project costs to future fiscal years as a result of changes to the resource onboarding timeline and an expected reduction in contingency requirements.
Salesforce Lightning Upgrade	\$ 1,602	Favourable variance due to delays in hirings. Expenses will be realized in a future fiscal year.
Academic & Other Equipment	\$ (784)	Unfavourable variance due to the additional matching expenditures from the College required to receive full Ministry funding related to the College Equipment Renewal Fund - Competitive portion.
Apprenticeship Capital Grant	\$ (346)	Unfavourable variance offset by increased revenue as detailed above.

Description	Variance Favourable/ (Unfavourable)	Comments
College Technologies	\$ 406	Favourable variance due to lower than projected requirements for fiscal year 2022-23 with \$137K for the Cyber Security Audit Redress Plan deferred to fiscal year 2023-24.
Initiatives & Opportunities	\$ 1,988	Favourable variance due to lower than projected expenditures on multiple projects.
New Program Initiatives	\$ 374	Favourable variance due to decreased course development with some program launches being deferred to a future fiscal year.
Total Explained Variances	\$ 13,264	
Other Minor Variances	\$ 327	
Total Variance	\$ 13,591	

	Restated Year-End Actuals March 31, 2022 ²	Actual In-Year Use of Funds (2022-23)	Actual Year-End Adjustments (2022-23)	Year-End Actuals March 31, 2023
Specific Reserves:				
Other Projects & Initiatives	\$ 36,418	\$ 10,493	\$ 6,207	\$ 32,132
Campus Services Reserve Fund	287	75	4,543	4,755
Employment Stabilization Funds	589	-	39	628
	<u>37,294</u>	<u>10,568</u>	<u>10,789</u>	<u>37,515</u>
Contingency Reserve Fund	9,449	-	1,005	10,454
Reserve Funds:				
Future Capital Expansion	26,302	397	905	26,810
Net Proceeds from Sale of March Road Land	2,442	-	81	2,523
	<u>28,744</u>	<u>397</u>	<u>986</u>	<u>29,333</u>
TOTAL INTERNALLY RESTRICTED NET ASSETS ¹	\$ 75,487	\$ 10,965	\$ 12,780	\$ 77,302
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000	\$ -	\$ -	\$ 1,000
Investment in Capital Assets	103,771	-	10,258	114,029
Vacation, Sick Leave & Post-Employment Benefits	(18,808)	-	(729)	(19,537)
Interest Rate Swaps	(3,398)	-	1,364	(2,034)
Endowment Fund	35,383	-	(576)	34,807
TOTAL NET ASSETS	\$ 193,435	\$ 10,965	\$ 23,097	\$ 205,567

¹ Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets include the impact of budgeted expenditures from Specific Reserves and Reserve Funds, and contributions to Reserve Funds for the fiscal year 2022-23.

The Board of Governors' Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

² The March 31, 2022 balance has been restated due to the impacts of the Public Sector Accounting Standard PS3280 - Asset Retirement Obligations (ARO), which came into effect on April 1, 2022.

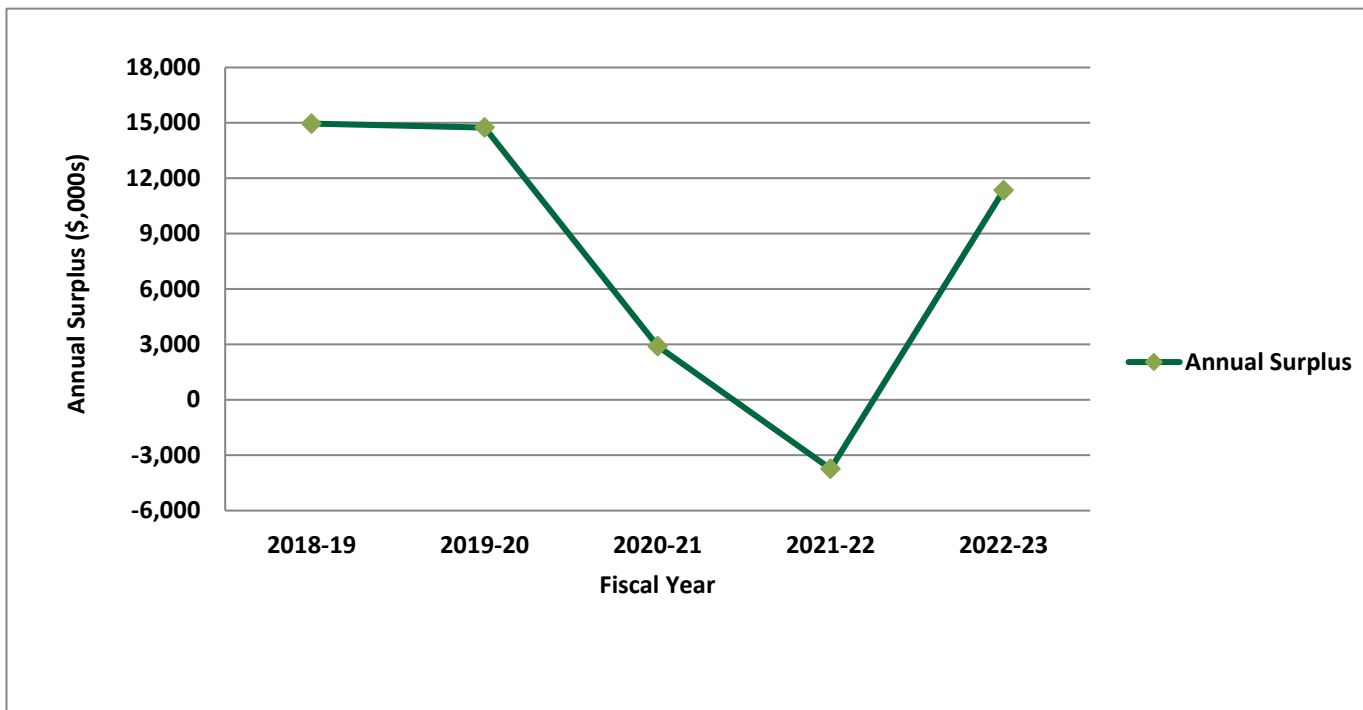
	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
Academic Services												
Academic Development	9	9	-	6	6	-	12	12	-	27	27	-
Academic Operations & Planning	2	1	1	5	3	2	9	9	-	16	13	3
Algonquin College Heritage Institute	8	8	-	3	3	-	9	9	-	20	20	-
Algonquin College In The Ottawa Valley	29	26	3	8	8	-	39	38	1	76	72	4
Algonquin Centre for Construction Excellence	67	64	3	4	4	-	12	11	1	83	79	4
Associate Vice-President - Experiential Learning and Innovation	-	-	-	10	8	2	27	25	2	37	33	4
Associate Vice-President - Global, Online and Corporate Learning	-	-	-	27	27	-	69	66	3	96	93	3
Faculty of Arts Media & Design	119	116	3	9	8	1	32	29	3	160	153	7
Faculty of Health, Public Safety & Comm. Studies	136	128	8	12	11	1	37	37	-	185	176	9
School of Advanced Technology	123	110	13	7	7	-	19	19	-	149	136	13
School of Business and Hospitality	135	126	9	9	6	3	19	19	-	163	151	12
Senior Vice-President Academic	6	-	6	3	2	1	-	-	-	9	2	7
Academic Services Total	634	588	46	103	93	10	284	274	10	1,021	955	66
Advancement & Strategy												
Advancement Operations	-	-	-	7	7	-	5	4	1	12	11	1
Strategy	-	-	-	1	1	-	1	-	1	2	1	1
Advancement & Strategy Total	-	-	-	8	8	-	6	4	2	14	12	2
Finance & Administration												
Campus Services	-	-	-	16	15	1	73	70	3	89	85	4
Facilities Management	-	-	-	13	13	-	36	34	2	49	47	2
Finance And Administrative Services	-	-	-	15	15	-	26	25	1	41	40	1
Information Technology Services	-	-	-	27	24	3	99	95	4	126	119	7
Internal Control	-	-	-	1	1	-	-	-	-	1	1	-
Risk Management	-	-	-	9	9	-	1	1	-	10	10	-
Vice-President Finance and Administration	-	-	-	2	2	-	-	-	-	2	2	-
Finance & Administration Total	-	-	-	83	79	4	235	225	10	318	304	14
Human Resources												
Employee & Labour Relations	-	-	-	19	18	1	-	-	-	19	18	1
People and Culture	-	-	-	18	15	3	4	4	-	22	19	3
Vice-President Human Resources	-	-	-	2	2	-	-	-	-	2	2	-
Human Resources Total	-	-	-	39	35	4	4	4	-	43	39	4

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
President And Board Of Governors												
Communications	-	-	-	4	4	-	7	7	-	11	11	-
President and Board of Governors	-	-	-	4	4	-	-	-	-	4	4	-
President And Board Of Governors Total	-	-	-	8	8	-	7	7	-	15	15	-
Student Services												
Marketing & Recruitment	-	-	-	3	3	-	29	27	2	32	30	2
R3 Executive Business Lead	-	-	-	-	-	-	8	8	-	8	8	-
R3 Executive Technical Lead	-	-	-	-	-	-	4	3	1	4	3	1
Registrar	-	-	-	10	10	-	69	68	1	79	78	1
Student Support Services	20	20	-	12	12	-	41	39	2	73	71	2
Vice-President Student Services	-	-	-	2	2	-	-	-	-	2	2	-
Student Services Total	20	20	-	27	27	-	151	145	6	198	192	6
Truth, Reconciliation & Indigenization												
Indigenous Services and Partnerships	-	-	-	4	2	2	-	-	-	4	2	2
Truth, Reconciliation & Indigenization Total	-	-	-	4	2	2	-	-	-	4	2	2
College Totals	654	608	46	272	252	20	687	659	28	1,613	1,519	94
							Total % for the positions:			100.0%	94.2%	5.8%
Funded Positions as per Approved Annual Budget 2022-23	645			258			620			1,523		
Q4 vs. Approved Annual Budget Variance - Increase / (Decrease)	9			14			67			90		
Variance % - Increase / (Decrease)	1%			5%			11%			6%		



Fourth Quarter 2022-23 Financial Report
Financial Health Indicators

Operating Results: Annual Surplus



Objective:

Measures the excess of revenues over expenses in a given year.

Benchmark:

Must be greater than \$0.

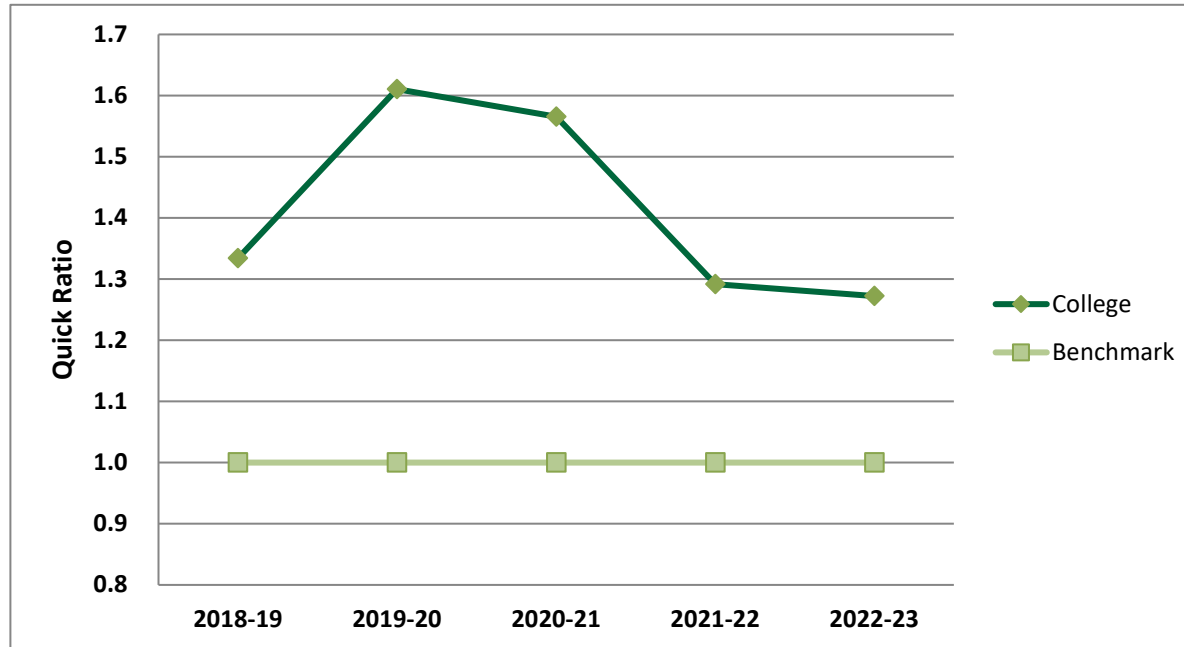
Rationale:

An annual deficit or declining surpluses may indicate a decline in an institution's financial health.



Fourth Quarter 2022-23 Financial Report
Financial Health Indicators

Measuring Liquidity: Quick Ratio



Objective:

Fiscal performance indicator testing the College's ability to pay its short-term maturing obligations (e.g. biweekly payroll payments).

Benchmark:

A ratio of 1 or higher indicates that a college should be able to meet its short-term obligations.

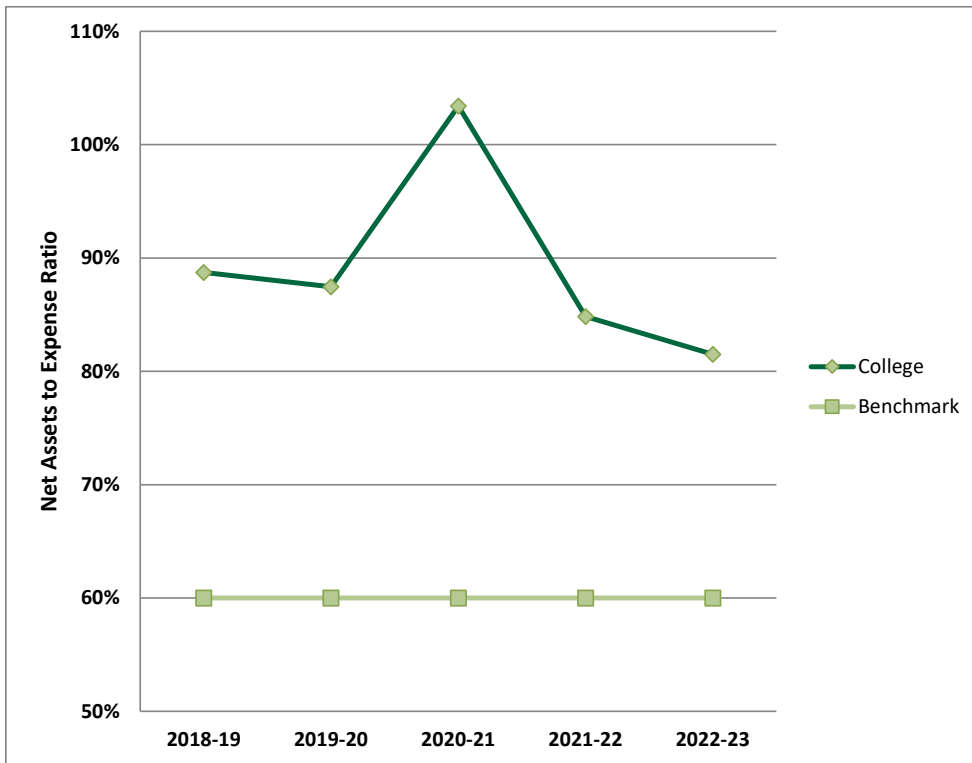
Rationale:

A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short-term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio is at 1.56 for Q4 2022-23.



Fourth Quarter 2022-23 Financial Report
Financial Health Indicators

Operating Results: Net Assets to Expense Ratio



Objective:

A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.

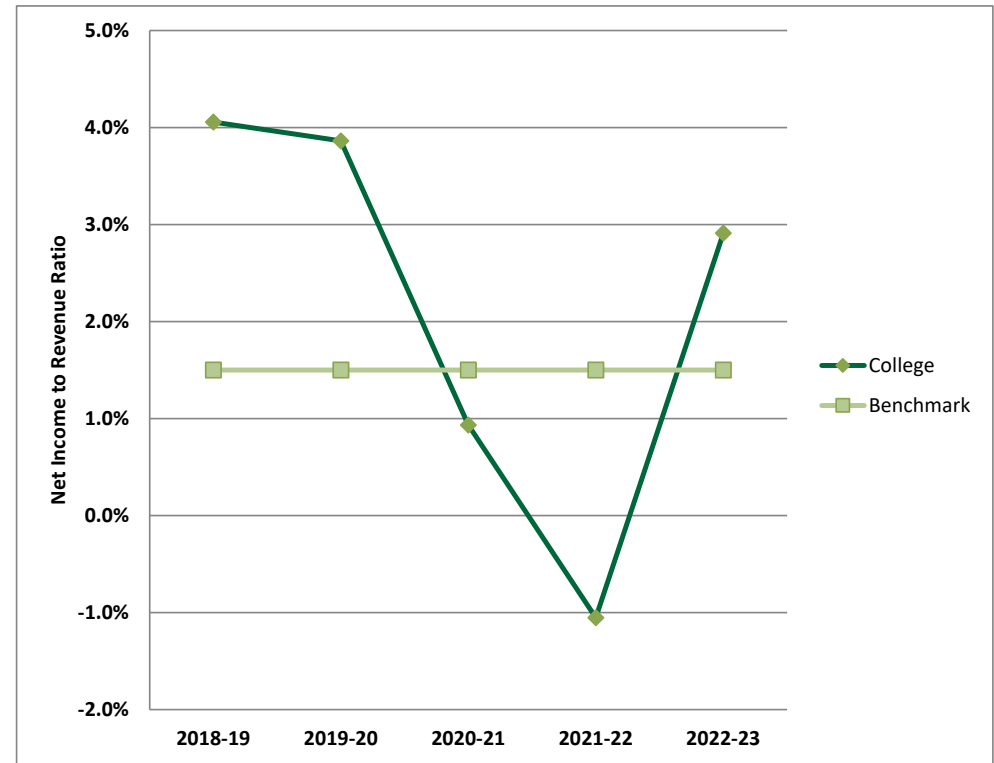
Benchmark:

60% or higher.

Rationale:

A net balance that is less than 60% of annual expenses may indicate a lower tolerance for variable or volatile revenues.

Operating Results: Net Income to Revenue Ratio



Objective:

This ratio measures the return an institution generates on each dollar of revenue.

Benchmark:

Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

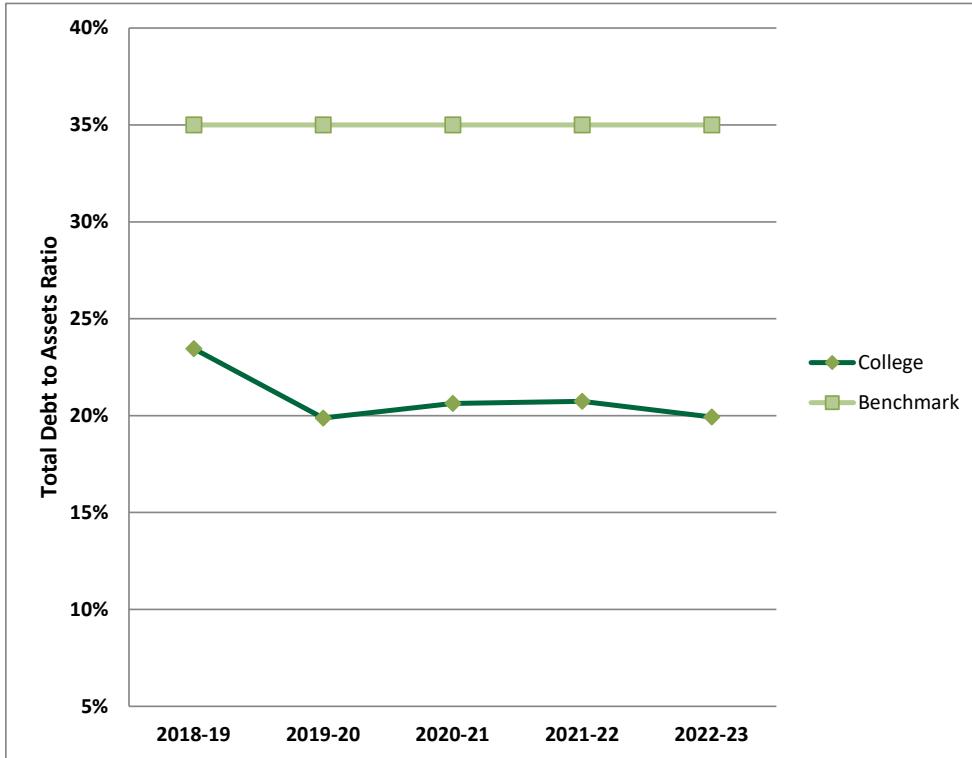
Rationale:

A surplus less than 1.5% of revenues indicates that small changes in expenses or revenues may result in annual deficits for the institution.

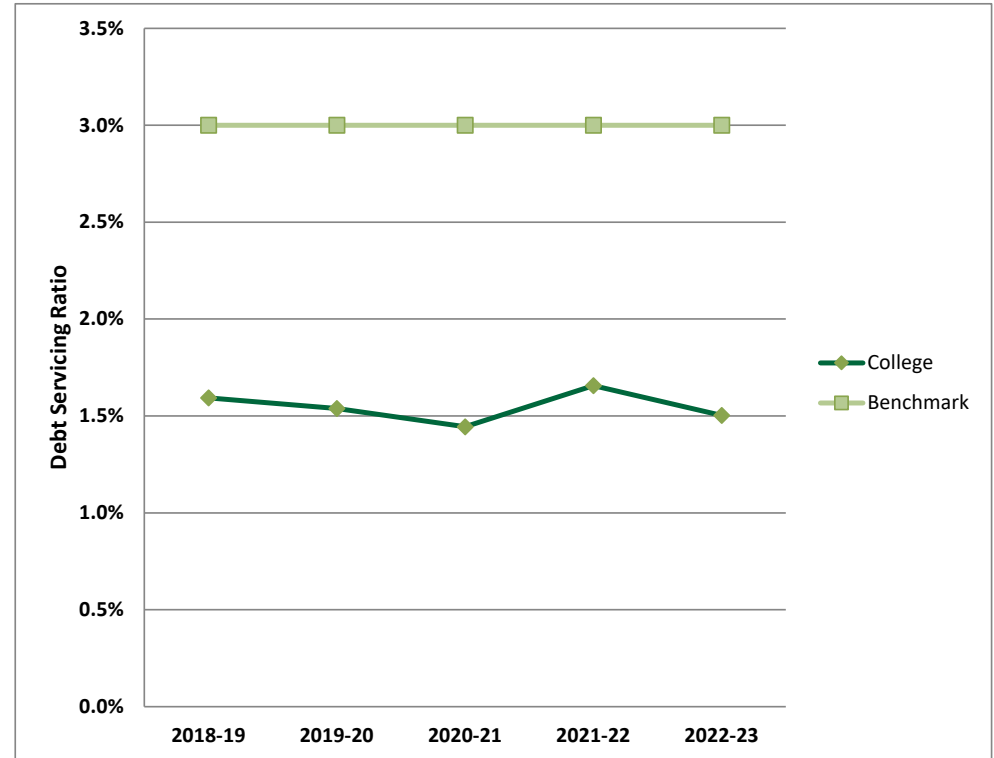


Fourth Quarter 2022-23 Financial Report
Financial Health Indicators

Managing Debt: Total Debt to Assets Ratio



Managing Debt: Debt Servicing Ratio



Objective:

Measures the proportion of total assets that are financed by debt. A high or increasing value may be predictive of future liquidity problems or a reduced ability to borrow money in the future.

Benchmark:

Greater than 35% leads to a concern as this may indicate that a college will not be able to finance their ongoing operations due to the debt burden.

Rationale:

A high debt burden may indicate that the institution is vulnerable to its creditors, or will have reduced liquidity or a reduced ability to borrow in the future.

Objective:

This ratio measures the College's spending on servicing the debt portfolio.

Benchmark:

A ratio of 3% or lower, based on historical trend analysis and industry standard.

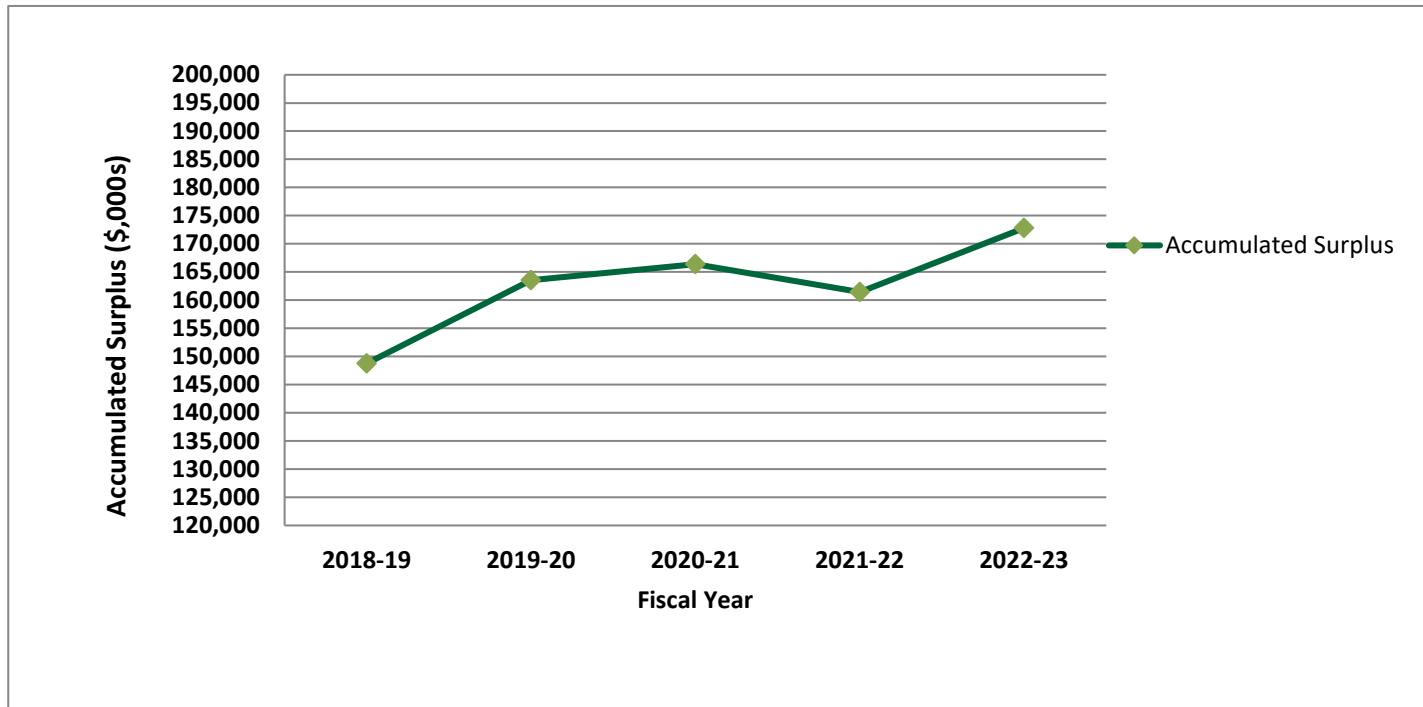
Rationale:

A ratio of greater than 3% may indicate a reduced or restricted cash flow as the College is spending less than 97% of revenues on core services.



Fourth Quarter 2022-23 Financial Report
Financial Health Indicators

Accumulated Surplus/(Deficit)



Objective:

Represents the cumulative wealth that an institution has under its own control to assist with ongoing operations.

Benchmark:

Must be greater than \$0.

Rationale:

An accumulated deficit indicates that the College may have borrowed to support its past operations and will have to make up this difference in the future.

7.1 APPENDIX B

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE

Fourth Quarter 2022-23 Financial Report

	<u>Source</u>	<u>Budget/Projection Requirement</u>	<u>Compliant (Y/N)</u>
1	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.2 Have expenditures not exceeding revenues unless the Board has approved ... to spend from reserve funds;	Y
2	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.3 Have ancillary expenditures not exceeding ancillary revenues unless the Board has specifically directed otherwise.	Y
3	BGII-02 Board Financial Management Policy	2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College's projected surplus or deficit are at least equal to or better than the Approved Budget.	Y
4	BGII-02 Board Financial Management Policy	4.2 The President may not approve an unbudgeted expenditure or commitment that will result in the College's fiscal year-end total balance of unrestricted net assets plus internally restricted net assets being lower than budgeted without the approval of the Board.	Y
5	President's Budget Overview - Annual Budget	President's Overview: 'We will be aggressively pursuing further opportunities in the non funded area which will provide funds for investment in all of the things that are currently not funded through government sources such as technology upgrades, infrastructure improvements, equipment for faculty and staff etc.' - we must ensure that our SIP expenditures (budgeted and projected) do not exceed the sum of: - Non-Funded Activities net contributions; and - Allocations from Internally Restricted Net Assets such that the ending balance of Internally Restricted Net Assets is at least equal to or greater than the balance approved by the Board in the Annual Budget (see #4 above).	Y

Report title:	Fourth Quarter 2022-23 Business Plan Performance Update
Report to:	Board of Governors
Date:	June 5, 2023
Author(s)/Presenter(s):	Scott Gonsalves, Director, Strategy and Planning

1. RECOMMENDATION:

THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors is responsible for monitoring the College’s progress against key metrics and performance outcomes related to the institution’s strategic directions. The annual business plan is a tool used by management to set the direction for the College to achieve annual goals and targets in the context of the Strategic Plan.

3. BACKGROUND:

Business Plan Dashboard

The Board of Governors is provided with quarterly updates on progress being made against the annual Business Plan using a Business Plan Performance Dashboard and Exceptions Report. The Business Plan Performance Dashboard for the Fourth Quarter covers the period January 1 through to March 31, 2023, and is provided in *Appendix A - Fourth Quarter 2022-2023 Business Plan Performance Dashboard*. This Business Plan Update also represents the conclusion of the 2022-23 reporting year.

The legend for the Performance Dashboard reads as follows:

- **Blue** – Completed: Identifies targets or initiatives completed within the current fiscal year.
- **Red** – Not Completed: Identifies targets or initiatives that will not be completed within the current fiscal year.

Exceptions Report

The Exceptions Report highlights any targeted actions or initiatives from the Business Plan Performance Dashboard that are labelled as *Red* and, therefore, not fully completed by the end of the reporting year. The Exceptions Report outlines the reason(s) for the exception (e.g.

delay, risk, circumstance). The Exceptions Report for the Fourth Quarter covers the period January 1 through to March 31, 2023, and is provided in *Appendix B - Fourth Quarter 2022-2023 Exceptions Report*.

Business Plan Scorecard

The Business Plan Scorecard is reported to the Board of Governors on an annual basis at the conclusion of each year. This scorecard identifies 11 metrics that are key indicators of organizational performance against the College strategic goals.

The 2022-2023 Business Plan Scorecard is provided in *Appendix C – 2022-2023 Business Plan Scorecard*.

4. DISCUSSION:

The 2022-23 Business Plan is made up of a collection of nine major initiatives meant to achieve progress across the three goals in the College Strategic Plan. Each initiative is broken into specific targeted actions that are monitored. There is a total of 29 targeted actions for 2022-23. On a quarterly basis, a status colour is assigned to each target.

Overall, significant progress was made on all nine initiatives this year. With the exception of the initiatives focused on Indigenization, the bulk of the work has been completed on all of the initiatives, with some work continuing into the first half of 2023-24.

Twenty (20) of the 29 (69%) targeted actions identified in the 2022-23 Business Plan have been fully completed. There are nine (31%) of the targeted actions within four initiatives, listed below, that were not fully completed by fiscal year-end.

Strategic Enrolment Management (SEM) Objectives

While most of the Strategic Enrolment Management objectives were accomplished, there were three targeted actions that had some outstanding deliverables at end of the year but are expected to be completed within the first half of 2023-24. Firstly, the launch of the Business Information Modelling program via AC Online was postponed to Spring 2023 from Winter 2023. Additionally, the Embedded Systems and Design graduate certificate targeted to international learners was not approved before the deadline but is expected in the next fiscal year. Lastly, challenges with Canadian study permit processing negatively impacted achieving international enrolment targets, however the college was still able to achieve a 12% increase in international learners from the previous year.

Public College-Private Partnerships (PCPP) Launched

Three new PCPP programs were launched by the target of September 2022 and another two new programs were launched in January 2023. A final program (Business-Accounting) was offered as a third/final program however its launch was suspended due to low

enrolment. Nevertheless, over PCPP enrolment well exceeded target for its first year concluded a successful launch of the initiative.

R3 (Student Information System) Project

In February 2023, the Board approved a six month extension of the Personalize Phase in response to the scope of product solution, integration and configuration work required. With the Personalize Phase with a new projected end date, the year was concluded at 41% completed as opposed to the 65% target.

Indigenization Initiatives

In lieu of executing the targeted actions identified, the College’s commitment to Truth and Reconciliation with Indigenous peoples and communities was re-established via a bundled, integrative approach across the entire College and through collaborative leadership with the Indigenous Education Council.

With respect to the metrics on the Business Plan Scorecard, six of the eight targets reported were achieved or exceeded, and three measures (Graduation Rate, Employee Engagement and Departmental Support for Diversity) are not available at the time of reporting. The two metrics that did not meet or exceed the targeted value are:

Full-Time Enrolment

The College set ambitious targets for full-time enrolment for 2022-23, that were not achieved, concluding the year at 12.6% below target but still increasing full-time enrolment (domestic and international, excluding PCPP) by 4.4% over the previous year. Looking forward, improved enrolment forecasting through the Strategic Enrolment Steering Committee and the development of the Strategic Enrolment Management Plan have allowed the College to set achievable targets for the next five years.

Net Operating Revenue

The Net Operating Revenue ratio only missed the target by less than 1% this year. While there are a number of factors that can influence this ratio, reduced net contribution due to enrolment not meeting budgeted targets, and expiring contracts in Corporate Training were contributing factors to not achieving this target.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	☒
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	☒
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	☒

6. STUDENT IMPACT:

There is no negative student impact identified. Students benefit from the achievement of the targets of the annual Business Plan initiatives and the achievement of scorecard metrics. While the Indigenization initiatives as originally planned were not achieved, a number of demonstrated activities to integrate Indigenous ways of knowing into College practices have been accomplished which have led to exceeding the target for transmitting Indigenous Knowledge.

7. FINANCIAL IMPACT:

There were financial impacts of not achieving overall enrolment targets for this year that were monitored and managed throughout the year in a variety of ways. The Board of Governors were kept informed of these actions via a number of updates.

8. HUMAN RESOURCES IMPACT:

There is no current human resources impact identified at this time.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There is no government/regulatory/legal impact identified at this time.

10. COMMUNICATIONS:

This fourth quarter update is made available to the public on the Board of Governors website prior to the Board of Governors June 5, 2023 meeting.

11. CONCLUSION:

The Board of Governors has been kept informed of the progress toward achieving the 2022-23 Business Plan initiatives through regular reporting throughout the year. Targets and initiatives within a Business Plan are intended to balance an ambition to move the organization forward while maintaining the ability to manage daily operations of the College. Given the Business Plan objectives are established a minimum of six months prior to a new fiscal year, coupled with the lasting impacts of the COVID-19 pandemic, the breadth and depth of the College's business operations and the highly dynamic nature of the College system, it is not unusual to have some business plan initiatives incomplete at the conclusion of the year.

Respectfully submitted:

Approved for submission:



Mark Savenkoff
Vice President, Advancement & Strategy






Claude Brulé
President and CEO

Appendices:

Appendix A: Fourth Quarter 2022-2023 Business Plan Performance Dashboard
Appendix B: Fourth Quarter 2022-2023 Exceptions Report
Appendix C: 2022-2023 Business Plan Scorecard










7.2 Appendix A

Business Plan Performance [2022-23: Q4]

Legend	
	Completed
	In progress to reach completion
	Measures that may be delayed in reaching target
	Measures that may be at risk in reaching target
	Measures that will not reach target by March 31, 2023






Executive Sponsor

AC Academic	HR Human Resources
SS Student Services	COM Communications
FA Finance & Administration	ADV Advancement
TRI Truth, Reconciliation & Indigenization	

GOAL 01. Provide flexible, personalized, and lifelong learner experiences.					
Initiative	Sponsor	2022-23 Target(s)	Desired Outcome	Deadline	Q4 Status
1. Increased number of flexible program options, including multimodal and virtual, to learners.					
1a)	AC	Ten (10) classrooms meet multimodal standard	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023	
1b)	AC	100 courses offered with multimodal delivery	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023	
1c)	AC	Multimodal pedagogy training modules developed	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	June 30, 2022	
1d)	AC	100 faculty members complete multimodal training modules	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023	
2. Strategic Enrolment Management Objectives					
2.1 Flexible online, multimodal and part-time delivery options increased.					
2.1a)	AC	Two (2) new part-time online programs launched by AC Online	1.2 A variety of academic and support services delivery modalities to meet the diverse needs of learners.	March 31, 2023	
2.1b)	AC	500 additional course-level part-time enrolments	1.3 A strategy for serving part-time learners that responds to their needs and educational goals.	March 31, 2023	
2.2 International level 01 enrolment increased.					
2.2a)	AC	International level 01 enrolment increased by 1,700 over fiscal 2021-22 (Q3 Projection)	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	
2.2b)	AC	Four (4) new programs with strong potential for international applicant demand introduced	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	
2.2c)	AC	Two (2) new two-year Ontario College Graduate Certificate programs with strong potential for international applicant demand approved	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	

2.2d)	AC	Two (2) new full-time online programs approved	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	
2.3 Co-operative Education intake model reviewed and workplace-based, work- integrated learning feasibility tool created to meet strategic enrolment objectives.					
2.3a)	AC	250 additional co-op enrolments	1.4 Innovative, high-quality, hands-on, applied learning that is aligned to industry needs.	March 31, 2023	
3. Business case for a new academic school focused on graduate, professional and/or part-time programs developed.					
3a)	AC	Business case presented to the Algonquin College Executive Team	1.3 A strategy for serving part-time learners that responds to their needs and educational goals.	December 31, 2022	
4. Strategic industry and community partnerships developed and stewarded.					
4a)	ADV	Response to External Partner Engagement and Needs Assessment Survey findings completed	1.4 Innovative, high-quality, hands-on, applied learning that is aligned to industry needs.	June 1, 2022	
4b)	ADV	Two (2) new strategic partnerships launched	1.4 Innovative, high-quality, hands-on, applied learning that is aligned to industry needs.	March 31, 2023	
5. Algonquin College's first partnership pursuant to the MCU Binding Policy Directive: Public College Private Partnerships (PCPP) launched.					
5a)	AC	225 PCPP learners enrolled	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	March 31, 2023	
5b)	AC	Three (3) new PCPP programs launched	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	September 30, 2022	
5c)	AC	Three (3) additional PCPP programs launched	1.5 Learner experiences and pathways support enrolments that achieve financial sustainability.	January 31, 2023	

Business Plan Performance [2022-23: Q4]








Legend	
	Completed
	In progress to reach completion
	Measures that may be delayed in reaching target
	Measures that may be at risk in reaching target
	Measures that will not reach target by March 31, 2023

Executive Sponsor

AC Academic	HR Human Resources
SS Student Services	COM Communications
FA Finance & Administration	ADV Advancement
TRI Truth, Reconciliation & Indigenization	

GOAL 02.

Empower our people to foster a high-quality, innovative, learner-driven culture.

Initiative	Sponsor	2022-23 Target(s)	Desired Outcome	Deadline	Q4 Status
6. Student Information System Project continues a multi-year plan to transform systems to a cloud-based technology.					
6a)	SS	Personalize (Phase 3) 65% completed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	March 31, 2023	
6b)	SS	Annual project budget remained within allocation	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	March 31, 2023	
7. Strategic Workforce Planning project focused on optimized data driven approach to planning workforce requirements launched.					
7a)	HR	Strategic Workforce Planning Framework developed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	August 31, 2022	
7b)	HR	Technical Gap Analysis completed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	October 31, 2022	
7c)	HR	High Level Solution Design completed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	January 27, 2023	
7d)	HR	Detailed Business Case developed	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	February 28, 2023	
7e)	HR	Business case presented and endorsed by Algonquin College Executive Committee	2.2 People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.	March 31, 2023	

**Business Plan Performance
[2022-23: Q4]**

Legend

	Completed
	In progress to reach completion
	Measures that may be delayed in reaching target
	Measures that may be at risk in reaching target
	Measures that will not reach target by March 31, 2023

Executive Sponsor

AC Academic	HR Human Resources
SS Student Services	COM Communications
FA Finance & Administration	ADV Advancement
TRI Truth, Reconciliation & Indigenization	

GOAL 03.

Create an equitable, diverse, and inclusive work environment.

Initiative	Sponsor	2022-23 Target(s)	Desired Outcome	Deadline	Q4 Status
8. Indigenization Initiatives					
8.1 "Standing Up the Tree" multiyear Indigenization strategic framework developed.					
8.1a)	TRI	New "Standing Up the Tree" multiyear Indigenization strategic framework developed and presented to the Board of Governors	3.3 Indigenous ways of knowing are integrated into College practices.	June 21, 2022	
8.1b)	TRI	Standing Up the Tree Indigenization strategic plan implemented	3.3 Indigenous ways of knowing are integrated into College practices.	March 31, 2023	
8.2 Indigenous Leadership and Governance framework established.					
8.2a)	TRI	Indigenous leadership and governance advisory group formalized	3.3 Indigenous ways of knowing are integrated into College practices.	September 1, 2022	
8.2b)	TRI	Indigenous advisory group inaugural one-year work plan completed	3.3 Indigenous ways of knowing are integrated into College practices.	September 30, 2022	
9. College employee value proposition enhanced through design and implementation of a flexible work model program.					
9a)	HR	100% of College full-time positions reviewed for flexible work model options	3.4 Flexible, adaptive work arrangements that meet the needs of the College and our people.	March 31, 2023	

7.2 Appendix B

Exceptions Report [2022-23: Q4]

Legend

	Measures that may be delayed in reaching target
	Measures that may be at risk in reaching target
	Measures that will not reach target by March 31, 2023

Executive Sponsor

AC Academic	HR Human Resources
SS Student Services	COM Communications
FA Finance & Administration	ADV Advancement
TRI Truth, Reconciliation & Indigenization	

GOAL 01.

Provide flexible, personalized, and lifelong learner experiences.

Initiative	Sponsor	2022-23 Target(s)	Deadline	Q1 Status	Q1 Update	Q2 Status	Q2 Update	Q3 Status	Q3 Update	Q4 Status	Q4 Update
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2. Strategic Enrolment Management Objectives

2.1 Flexible online, multimodal and part-time delivery options increased.

2.1a)	AC	Two (2) new part-time online programs launched by AC Online	March 31, 2023		One (1) new part-time program (<i>Bachelor of Business Administration in Trades Management</i>) was launched this Fall. Additional part-time programs are expected to be approved this year but not launched until 2023-24.		One (1) new part-time program (<i>Bachelor of Business Administration in Trades Management</i>) was launched this Fall. The second part-time program (<i>Cloud Computing and Interactive Media Design</i>) is expected to be approved this year but not launched until Fall 2023.		One (1) new part-time program (<i>Bachelor of Business Administration in Trades Management</i>) was launched this Fall. The second part-time program (<i>Building Information Modeling</i>) was supposed to be launched in Winter 2023 but postponed to Spring 2023 due to low enrolment.		One (1) new part-time program (<i>Bachelor of Business Administration in Trades Management</i>) was launched this Fall. The launch of the second part-time program (<i>Building Information Modelling</i>) was postponed from Winter to Spring 2023 due to low enrolment.
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2.2 International level 01 enrolment increased.

2.2a)	AC	International level 01 enrolment increased by 1,700 over fiscal 2021-22 (Q3 Projection)	March 31, 2023		International students still experiencing delays in study permit processing in time to attend start of Fall term. Expect some to defer registration to Winter 2023.		Delays in study permit processing for international students contributed to not reaching Fall enrolment target. As expected, some international students did defer to Winter and projections are currently ahead of the target for Winter international enrolment. Mitigation efforts to have international students start their studies in their home country were employed but it is not expected that the target specified for this initiative will be met.		To date, international Level 01 enrolment has increased 1,357 over fiscal 2021-22 target. While this is 93% of the target, we are not expecting to reach this target by the end of this fiscal year. Delays in study permit processing for international students negatively impacted the achievement of Spring and Fall targets. While Winter 2023 Level 01 enrolment has surpassed the target by 70%, that was not enough to make up for the shortfalls of the previous terms. Nevertheless, overall international enrolment (new and returning) is currently 12% above last year's levels.		International Level 01 enrolment has increased 1,357 over fiscal 2021-22 target. While the College achieved 93% of the target, delays in study permit processing for international students negatively impacted the achievement of Spring and Fall targets. While Winter 2023 Level 01 enrolment has surpassed the target by 70%, that was not enough to make up for the shortfalls of the previous terms. Nevertheless, overall international enrolment (new and returning) concluded at 12% above last year's levels.
2.2c)	AC	Two (2) new two-year Ontario College Graduate Certificate programs with strong potential for international applicant demand approved	March 31, 2023		One (1) new program (<i>Building Information Modelling - Lifecycle Management</i>) was approved at Initial Scoping.		One (1) new program (<i>Building Information Modelling - Lifecycle Management</i>) was approved at Initial Scoping. Additional new program (<i>Embedded Systems and Design</i>) to launch development in early 2023.		Only one (1) new program (<i>Building Information Modelling - Lifecycle Management</i>) is expected to be approved before the deadline. The second Ontario College Graduate Certificate program (<i>Embedded Systems and Design</i>) will be approved in the next fiscal year.		One (1) new program (<i>Building Information Modelling - Lifecycle Management</i>) was approved before the deadline. The second Ontario College Graduate Certificate program (<i>Embedded Systems and Design</i>) will be approved in fiscal year 2023-24.

5. Algonquin College's first partnership pursuant to the MCU Binding Policy Directive: Public College Private Partnerships (PCPP) launched.

5c)	AC	Three (3) additional PCPP programs launched	January 31, 2023		Three (3) PCPP programs are set to launch with a Winter 2023 intake - <i>Interactive Media Design</i> ; <i>Project Management</i> ; and <i>Business - Accounting</i> .		On track to launch two (2) new PCPP programs for Winter 2023 - <i>Interactive Media Design</i> and <i>Project Management</i> . <i>Business - Accounting</i> was offered as a third program but its launch was suspended due to low enrolment.		Two (2) new PCPP program have been launched for Winter 2023 intake - <i>Interactive Media Design</i> and <i>Project Management</i> . <i>Business - Accounting</i> was offered as a third program but its launch was suspended due to low enrolment. Nevertheless, PCPP Level 01 enrolment exceeded the target set for this year by 66%.		Two (2) new PCPP program have been launched for Winter 2023 intake - <i>Interactive Media Design</i> and <i>Project Management</i> . <i>Business - Accounting</i> was offered as a third program but its launch was suspended due to low enrolment. Nevertheless, PCPP Level 01 enrolment exceeded the target set for this year by 208 students.
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GOAL 02.
Empower our people to foster a high-quality, innovative, learner-driven culture.


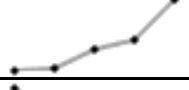
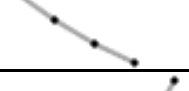
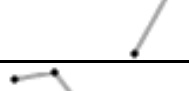
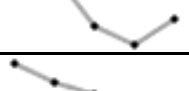
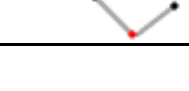
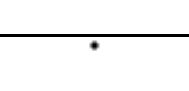
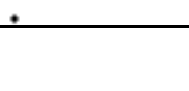
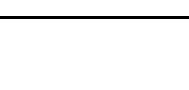


Initiative	Sponsor	2022-23 Target(s)	Deadline	Q1 Status	Q1 Update	Q2 Status	Q2 Update	Q3 Status	Q3 Update	Q4 Status	Q4 Update
6. Student Information System Project continues a multi-year plan to transform systems to a cloud-based technology.											
6a)	SS	Personalize (Phase 3) 65% completed	March 31, 2023		The extension of the previous phase (Familiarize) led to a delayed start of the Personalize Phase, which had been accounted for with the original projection of 65% completion by March 31, 2023. In April 2022, the estimation of work for the integration platform and related configurations necessitated a schedule review and a two-month extension was added to the Personalize Phase. This resulted in a change in the projected completion by end of current fiscal year from 65% to 50%. This change is not expected to impact the overall project schedule, which is still planned for completion in 2025.		The extension of the previous phase (Familiarize) led to a delayed start of the Personalize Phase, which had been accounted for with the original projection of 65% completion by March 31, 2023. In April 2022, the estimation of work for the integration platform and related configurations necessitated a schedule review and a two-month extension was added to the Personalize Phase. This resulted in a change in the projected completion by end of current fiscal year from 65% to 50%. This change is not expected to impact the overall project schedule, which is still planned for completion in 2025.		The extension of the previous phase (Familiarize) led to a delayed start of the Personalize Phase, which had been accounted for with the original projection of 65% completion by March 31, 2023. In April 2022, the estimation of work for the integration platform and related configurations necessitated a schedule review and a two-month extension was added to the Personalize Phase which equated to the Personalize Phase concluding in October 2023. It is anticipated the Personalize phase will once again be extended. An update will be provided to the Board once this information is available.		On February 27, 2023, the Board of Governors approved a six month extension to the Personalize Phase in response to the scope of product solution, integration and configuration work required. The Personalize Phase is now projected to end in April 2024, and 41% of it has been completed, as opposed to the 65% target. The overall impact to the R3 Project Schedule is an extension until June 2025, which is three months longer than the original projected end of March 31, 2025.

GOAL 03.
Create an equitable, diverse, and inclusive work environment.

Initiative	Sponsor	2022-23 Target(s)	Deadline	Q1 Status	Q1 Update	Q2 Status	Q2 Update	Q3 Status	Q3 Update	Q4 Status	Q4 Update
8. Indigenization Initiatives											
8.1 "Standing Up the Tree" multiyear Indigenization strategic framework developed.											
8.1a)	TRI	New "Standing Up the Tree" multiyear Indigenization strategic framework developed and presented to the Board of Governors	June 21, 2022		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The Indigenous Education Council (IEC) is finalizing a two-year plan to guide its efforts related to support of Indigenous learners and Indigenity at Algonquin College.
8.1b)	TRI	Standing Up the Tree Indigenization strategic plan implemented	March 31, 2023		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of Indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The IEC two-year plan will be implemented beginning in Fall 2023.
8.2 Indigenous Leadership and Governance framework established.											
8.2a)	TRI	Indigenous leadership and governance advisory group formalized	September 1, 2022		President Brulé and Della Meness will serve as Co-chairs of the College's 2022-23 Indigenous Education Council (IEC). The first IEC meeting is scheduled for October 3, 2022.		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The Indigenous leadership structure has been revised to provide enhanced focus on Indigenous learner support, academic programming, and community liaison. An Indigenous advisory function will also be implemented in 2023-24.
8.2b)	TRI	Indigenous Advisory Group inaugural one-year work plan completed	September 30, 2022		The College's 2022-23 Indigenous Education Council will review its annual work plan at its October 3, 2022 meeting.		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		The Office of Truth, Reconciliation and Indigenization, Advancement and Strategy, Academic Services, and Student Support Services are bundling their arrows in support of Indigenization initiatives. The formalization of a strategic framework will be reviewed with key internal stakeholders.		An Indigenous advisory function is currently being conceived and will be implemented in 2023-24.

7.2 Appendix C

Business Plan Scorecard 2022-23

METRIC	OWNER	2018-19	2019-20	2020-21	2021-22	2022-23	TRENDLINE	5-YR AVERAGE	2022-23 TARGET	2022-23 ACTUAL	2023-24 TARGET	2024-25 TARGET
Enrolment: FT TOTAL (n)	C. Janzen	43,524	45,064	41,131	41,499	43,305		42,905	49,565	43,305	47,435	48,612
Learner Satisfaction (%)	L. Stanbra, C. Janzen	76.2%	76.3%	78.0%	78.8%	82.2%		78.3%	78.2%	82.2%	78.4%	78.6%
Graduation (%)	C. Janzen	66.6%	65.7%	64.9%	64.3%			65.4%	65.0%	TBD	65.1%	65.2%
Strategic Partnerships (n)	M. Savenkoff, C. Janzen				4	6		5	6	6	7	8
Net Operating Revenue (%)	D. McNair	10.6%	11.6%	4.9%	2.6%	5.8%		7.1%	6.6%	5.8%	5.2%	7.1%
Return on Net Assets (%)	D. McNair	11.8%	8.6%	6.2%	-1.0%	4.4%		6.0%	1.3%	4.4%	2.1%	0.8%
CQAAP Affirmations/Recommendations Addressed (%)	C. Janzen					78%		N/A	75%	78%	100%	100%
Employee Engagement Score (%)	D. McCutcheon	56.0%		68.3%				62.2%	69.0%	TBD	N/A	70%
Diversity Score (%)	D. McCutcheon			81.1%				N/A	81.5%	TBD	N/A	82%
Employees Adopting Flexible Working Arrangements (%)	D. McCutcheon					43%		N/A	30%	43%	35%	40%
Indigenous Knowledge: Students, Employees, Community (n)	C. Brulé		754	1,656	3,933	3,423		2,442	2,500	3,423	2,650	2,850

Report title:	2022-23 Annual Report and Progress against Strategic Plan 2022-2025
Report to:	Board of Governors
Date:	June 5, 2023
Author(s)/Presenter(s):	Mark Savenkoff, Vice President, Advancement and Strategy Scott Gonsalves, Director, Strategy and Planning

1. RECOMMENDATION:

THAT the Board of Governors approve the 2022-23 Algonquin College Annual Report.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors fulfills its annual requirement to the Ministry of Colleges and Universities by submitting an Annual Report. The report charts the College’s achievement of the organizational outcomes established in the Business Plan for the year, including audited financial statements.

3. BACKGROUND:

Each year, the College is required under the Ministry of Colleges and Universities Binding Policy Directive on Governance and Accountability to prepare an Annual Report. The report must be approved by the Board of Governors and submitted to the Ministry. It must also be made available to the public.

Further guidance for the Annual Report content and prescribed layout is provided in the Ministry of Colleges and Universities Annual Report Operating Procedure. The Procedure is provided in *Appendix B: Ministry of Colleges and Universities Annual Report Operating Procedure*.

4. DISCUSSION:

The Annual Report provides a summary of the College’s achievements and success for the prior year, highlighting performance against the year’s Business Plan outcomes and how the College has been fulfilling its strategic commitments to learner and employee success.

This year, the College launched a new Strategic Plan with the theme of Becoming Again with a continued focus on being learner-driven while recognizing the importance of its people. As

such, the Annual Report is anchored around the three primary strategic goals: Exceptional Learner Experiences, Empowered People, and Inclusive Work Environment.

The 2022-23 Annual Report highlights the College’s efforts to:

- Continue to invest in flexible program options through increased programs and courses offered in multimodal delivery and accompanied pedagogical training to faculty;
- Achieve strategic enrolment management objectives including expansion of part-time offerings, attracting international learners through academic programs, expanding online program offerings, increasing and supporting enrolment in co-op programs, and launching the College’s first Public College-Private Partnership;
- Engage in strategic partnerships with world-class businesses and institutions, preparing learners through real-world, experiential learning opportunities to achieve their career dreams and contribute to regional prosperity;
- Advancing transformational strategic initiatives such as the R3 project for the renewal of student information system, and the strategic workforce planning;
- Embed Indigenous Knowledge and Indigenous Ways of Knowing in the College culture - living the commitments to Truth, Reconciliation, and Indigenization;
- Enhance the College’s value proposition to employees through the design and implementation of a flexible work model program.

The draft Annual Report is attached as *Appendix A: 2022-23 Draft Annual Report*.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

Guided by the two pillars in the college’s strategic plan, the initiatives, accomplishments and activities outlined in this Annual Report demonstrate the institution’s collective commitment to being *learner-driven* and focused on its *people*. Each is key to the college’s mission of transforming hopes and dreams into lifelong success.

It is recognized that the College exists to serve the learners. The efforts presented in this report demonstrate the progress in ensuring the needs of the learner are embedded into

every decision at the College, that the learner's voice is captured and acted upon at every opportunity, and that systems at the College are optimized to increase value and efficiency for the learner.

7. FINANCIAL IMPACT:

Ministry guidelines require the College to include audited financial statements.

8. HUMAN RESOURCES IMPACT:

Guided by the two pillars in the strategic plan, the initiatives, accomplishments and activities outlined in this Annual Report demonstrate a collective commitment to being *learner-driven* and focused on *people*.

While the College exists to serve the learner, the institution cannot exist without its people. All employees of the College play a critical role in delivering an outstanding college experience to learners and all are empowered to achieve the goals set out in the Strategic Plan, inspired by a shared commitment to creating a flexible, equitable, inclusive and welcoming environment to support learner success.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Annual Report has been prepared in compliance with the Ministry of Colleges and Universities Binding Directive Policy on Governance and Accountability and Annual Report Operating Procedure.

10. COMMUNICATIONS:

Upon approval, the Annual report will be posted to the reporting section of the College's website and posted to myAC, the College's internal communications portal, for review by employees and community stakeholders.

11. CONCLUSION:

In accordance with the Ministry of Colleges and Universities directives, the Annual Report provides an excellent summary of how Algonquin College is demonstrating active progress on its strategic goals through its Business Plan initiatives, employee and learner accomplishments, and operational activities.

Respectfully submitted:

Approved for submission:



Mark Savenkoff
Vice President, Advancement & Strategy

Claude Brulé
President and CEO

Appendices:

Appendix A: 2022-23 Draft Annual Report Appendix B: Ministry of Colleges and Universities Annual Report Operating Procedure (last revised April 2010)



Changing Lives

DRAFT

ANNUAL REPORT
2022-2023

Becoming Again

Land Acknowledgement

Algonquin College campuses (Ottawa, Pembroke and Perth) are located on the traditional unceded, unsundered territory of the Anishinaabe Algonquin People. The Algonquin People have inhabited and cared for these lands long before today. We take this time to show our gratitude and respect to them, and to the land for all that it provides us: trees to give shade, water and food to sustain us and paths to connect us. As a post-secondary institution, we embrace the responsibility to help ensure that the next generations of land stewards are respectful and grateful for the bounty of this land on which we all live, work, play and study.

We commit to continue to explore and make meaningful contributions to the Calls to Action that resulted from the Truth and Reconciliation Commission of Canada.

Mission

To transform hopes and dreams into lifelong success

Vision

To be a global leader in personalized, digitally connected, experiential learning

Values

Caring

We have a sincere and compassionate interest in the well-being of the individual

Integrity

We believe in trust, honesty and fairness in all relationships and transactions

Learning

We believe in the pursuit of knowledge, personal growth and development

Respect

We value the dignity and uniqueness of the individual. We value equity and diversity in our community

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COLLEGE AT A GLANCE



325 PROGRAMS



Delivery Methods

70
are offered
part-time online

16
are apprenticeship
programs

26
are offered
full-time online

57
offer cooperative
education

75 College Certificates

49 Ontario College Certificates

73 Ontario College Diplomas

28 Ontario College Advanced Diplomas

69 Ontario College Graduate Certificates

16 Bachelor's Degrees

6 Collaborative Degrees

6 PCPP - Ontario College Diplomas

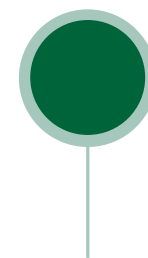
3 PCPP - Ontario College Graduate Certificate



STUDENTS

These categories reflect the 2022 Fall Term only due to the amount of student overlap in the 2022 Spring Term, 2022 Fall Term and 2023 Winter Term.

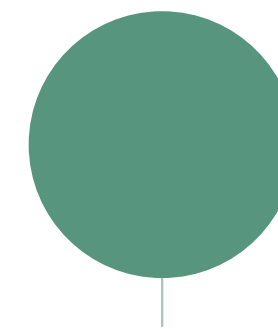
Due to lack of student overlap, these categories reflect the entire fiscal year and include the 2022 Spring Term, 2022 Fall Term and 2023 Winter Term.



18,101
Full-time Students



3,804
Full-time International Students



56,832
AC Online Course Enrolments



25,191
On-Campus Continuing Education Registrations



1,817
Apprentices



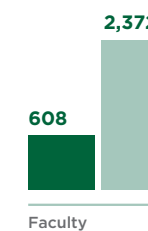
EMPLOYEES



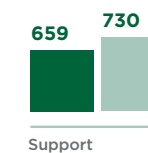
1,519
Full-time Employees



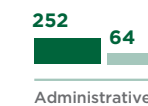
3,750
Part-time Employees



608
Faculty



659
Support



252
Administrative



584
Student

STRATEGIC GOALS

TARGETS

01	02	03
<p>GOAL ONE Provide flexible, personalized and lifelong learner experiences.</p>	<p>GOAL TWO Empower our people to foster a high-quality, innovative, learner-driven culture.</p>	<p>GOAL THREE Create an equitable, diverse, and inclusive work environment.</p>
<p>DESIRED OUTCOMES:</p> <p>College-wide systems ensure that we are able to follow through on our promise of flexibility.</p> <hr/> <p>A variety of academic and support services delivery modalities to meet the diverse needs of learners.</p> <hr/> <p>A strategy for serving part-time learners that responds to their needs and educational goals.</p> <hr/> <p>Innovative, high-quality, hands-on, applied learning that is aligned to industry needs.</p> <hr/> <p>Learner experiences and pathways support enrolments that achieve financial sustainability.</p>	<p>DESIRED OUTCOMES:</p> <p>A culture of collaboration, continuous learning and improvement that promotes excellence in teaching and learning and learner support.</p> <hr/> <p>People have the necessary tools, systems, facilities, and support to create and deliver high-quality learner experiences.</p> <hr/> <p>People have career and professional development opportunities to enhance their work and support their life-long learning.</p> <hr/> <p>People have clear authority, roles and responsibilities, enabling efficient decision-making.</p>	<p>DESIRED OUTCOMES:</p> <p>Equity, diversity and inclusion principles are embedded into our College culture and reflected in practices, processes, services and programs.</p> <hr/> <p>Our team reflects the diversity of the population and the communities we serve and facilitates an equitable and inclusive work environment for all.</p> <hr/> <p>Indigenous ways of knowing are integrated into College practices.</p> <hr/> <p>Flexible, adaptive work arrangements that meet the needs of the College and our people.</p>

- 43,634
- 78.2%
- 65%
- 6
- 6.6%
- 1.3%
- 75%
- 69%
- 81.5%
- 30%
- 2,500

FULL-TIME ENROLMENT
LEARNER SATISFACTION
GRADUATION RATE
STRATEGIC PARTNERSHIPS
NET OPERATING REVENUE
RETURN ON NET ASSETS
QUALITY ASSURANCE RECOMMENDATIONS ADDRESSED
EMPLOYEE ENGAGEMENT
DEPARTMENTAL SUPPORT FOR DIVERSITY
FLEXIBLE WORK ARRANGEMENTS
TRANSMISSION OF INDIGENOUS KNOWLEDGE



We look back on a year of transition, renewed energy and opportunity.

CLAUDE BRULÉ

With a renewed sense of energy and confidence guiding us after two years of significant focus on pandemic-related operations, this past year has been one of transition — marking a return to our vibrant campus life, identifying new opportunities and moving forward on several key strategic objectives.

Our employees have continued to go above and beyond in their efforts to provide the highest standards of academic excellence and support for our learners. This report highlights these many accomplishments and the initiatives that have made this past year a memorable one for Algonquin College at its Ottawa, Pembroke, Perth and AC Online campuses.

To help guide us forward, it is fitting that our 2022-2025 Strategic Plan is titled 'Becoming Again.' As our road map, it has supported a number of ongoing initiatives to address our objectives in this time of opportunity and significant change.

I am pleased to report that a number of our learner-based initiatives have been pressing forward. Our new five-year Strategic Enrolment Plan is both ambitious and achievable, with a focus on international student enrolment and expansion and curation of our programs to maximize engagement in domestic markets. At the same time, our six-year Academic Plan is in its final review stages after extensive internal and external engagement sessions to advance the College's learner-driven priorities.

The College's R3 Project remains on track to retire the current Student Information System. Once deployed, the R3 Project will transform how the College does business, improving our processes, improving the learner experience and offering accelerated data-driven decision-making.

The transformative nature of the workplace has also been a primary focus. The College has placed great emphasis on engaging with employees over the past year as part the Flexible Work Arrangement Policy. Through reimagined workspaces and technology, the College has provided employees with more flexibility to customize their work experience.

Ensuring the College's core values of Caring, Learning, Integrity and Respect are part of our decision-making is critical to our continued success, including ongoing efforts to provide an environment of Inclusion, Diversity, Equity and Accessibility (IDEA).

In the fall of 2022, employees took part in a five-week process using the Thought Exchange platform to help update our 2023-2026 Diversity and Inclusion Blueprint. The refreshed Blueprint is an important support to our Strategic Plan and our Accessibility Plan, and lays out three areas of strategic focus: Capacity Building, Robust Conversations and Workforce Recruitment.

We have continued to deepen our commitment to Truth and Reconciliation, emphasising the importance of embedding Indigenous knowledge and culture into all aspects of our operations, including our workplaces, curriculum and professional development opportunities.

We have also worked to enhance and strengthen relationships with our alumni, donors and other external partners to improve our programming, support our learners and build a stronger College community. It was amazing to reengage with many of our stakeholders and donors in-person this year, including at our annual Alumni of Distinction Awards Night and our Million-Dollar-Day donor recognition event.

Sound financial stewardship also remains a cornerstone of our commitment to learners and employees. The College's multi-year Financial Sustainability Roadmap includes a vision, goals and objectives across eight key themes that help drive lower operating costs, and identifies sustainable, revenue-generating options in support of the Strategic Plan.

The resiliency and adaptability of our learners and employees over the past three years has inspired many valuable lessons. We have learned to overcome enormous obstacles and sustain our operations while continuing to move forward on the priorities of our Strategic Plan.

As we look back on our accomplishments of the past year, we do so with pride and a sense of confidence gained from meeting these challenges with thoughtfulness, intelligence and determination. We now take these lessons, and our renewed sense of energy, and apply them to ensuring our learners are provided every opportunity in the year ahead to achieve their dreams of lifelong success.

Sincerely,

Claude Brulé
President and CEO



We take pride in welcoming learners and helping them find their niche.

DR. GAIL BECK

In the past year, Algonquin College students and staff have adjusted to COVID-19 and the changes it has wrought to post-secondary education. Our campuses are coming back to life and the ability of students and staff to manage change is ever present. Thanks to our innovative staff and our enthusiastic students, it seems as if Algonquin College's mission *to transform hopes and dreams into lifelong success* cannot be stopped.

Algonquin College has always provided the best post-secondary education in Ontario but, in the past year, we have seen the number of international students seeking the same opportunities increase. This trend will continue and, with the knowledge that 30 per cent of these students will ultimately choose to live and work in Canada, Algonquin College can take pride that so many newcomers are receiving their training through all four of our campuses. Canada needs skilled workers and our employees are truly assisting these new Canadians to find their niche in their careers.

As well as education, Algonquin College students and employees have also taken steps to ensure that needs beyond education are being met. As chair of the Board of Governors, I know this foresight on the part of the president and executive team is a good strategy. As a psychiatrist for adolescents and young adults, I am even more pleased that the first marquis event held at the College since the pandemic was Let's Keep Talking About Your Mental Health on Jan. 25, 2023. Hosted by CTV Ottawa's Stefan Keyes, a panel of experts discussed the best ways for students to care for their mental health needs. This event capitalized on partnerships between the Royal Ottawa Mental Health Centre (my hospital), Do It For Daron (DIFD) and Algonquin College. Events like this ensure that students and staff have access to the best health information.

Courses and programs continue to evolve, responding to students' needs, economic realities and the demand of employers. In the time I have spent on campus, the dedication of all staff is so evident. Proud alumni are also returning to the College, amazed by the development on campuses and pleased that the spirit of Algonquin College persists. Our core values of Caring, Learning, Integrity and Respect are evident to those with a long history at the College as well as to current staff and students.

It has been an honour to serve as the chair of the Algonquin College Board of Governors. The College's governors come from all walks of life and every profession. Their commitment will continue to serve Algonquin College well in years to come.

On behalf of all governors, I want to thank President Brulé and his executive team for their exemplary efforts in this extraordinary time. Through their work, the employees have been able to realize Algonquin College's vision: to be a global leader in personalized, digitally connected, experiential learning.

Finally, I want to recognize all Algonquin College students. Every day, you inspire me. You are a constant reminder that the future is secure in your capable hands.

Sincerely,

Dr. Gail Beck, OOnt.
Chair, Board of Governors

ABOUT THIS REPORT



Becoming again

“At Algonquin College we recognize that we live and work on the traditional territory of the Anishinaabe Algonquin People. We are committed to honouring and respecting that heritage by integrating Indigenous practices, ways of knowing and the Two-Eyed Seeing approach throughout all that we do.”

This report will underscore Algonquin College’s progress on the 2022-2025 Strategic Plan — ‘Becoming Again’ — with particular focus on our key goals of providing flexible, personalized and lifelong learner experiences, empowering our people to foster a high-quality, innovative, learner-driven culture and creating an equitable, diverse and inclusive work environment.

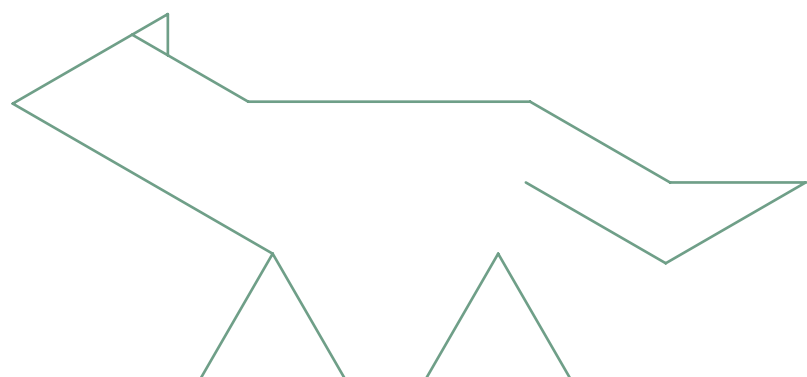
Featured throughout the report, and serving as a pathway, will be several murals that were part of a larger wayfinding project at the College this year. The murals depict Indigenous scenery and iconology along five corridors at the Ottawa Campus to give each pathway a unique identity. This project was developed in the spirit of inclusivity, bringing Indigeneity on campus through language and an opportunity for our community to learn Indigenous words and history. Five animals were chosen for the project, with signage indicating Indigenous names for each — Mahingan - Wolf, Wàwàskeshì - Deer, Tendesì - Blue Jay, Mākwa - Bear and Mònz - Moose.

These murals are the work of AC graduate Miskomin Twenish, a local, self-taught Algonquin artist from the Kitigan Zibi community. Twenish was drawn to the project from the beginning and believes having Indigenous art on campus is for the betterment of all students.



MAHINGAN - Wolf

He is a force on the land, known to control the flow of animals. He also teaches respect for the food chain and humility.



EXCEPTIONAL LEARNER EXPERIENCES



Providing flexible, personalized and lifelong learner experiences

INTRODUCTION

Algonquin College's mission to transform hopes and dreams into lifelong success depends on the fundamental principle of prioritizing the learner and meeting them when, where and how they wish to achieve their educational goals. As every learner possesses unique needs, expectations and life circumstances, our success lies in customizing every experience we offer to individuals wherever possible. To achieve this, we have implemented College-wide systems that enable us to deliver on our promise of flexibility, including a range of academic and support services delivery modalities. Our focus on innovative, high-quality, hands-on, applied learning that aligns with industry requirements ensures that our learners are equipped with the skills they need to succeed.

With over 18,000 students enrolled in full-time programs and thousands more taking flexible education training courses and targeted programming throughout the year, Algonquin College makes a significant impact on the lives of our learners; the economic, social and environmental conditions of our region; and the productivity and prosperity of Ontario.



WĀWĀSKESHÌ - Deer
Known as the fastest runner on four legs in the Algonquin language, also has the ability to camouflage in the fall.

Our success lies in customizing every experience we offer to individuals wherever possible.



Indigenous Pedagogy and Curriculum Consultants

Learning and Teaching Services (LTS) aims to foster a culture of teaching innovation and excellence at Algonquin College and to build relationships with faculty, schools and applied research that supports strategic collaboration, idea sharing and pedagogical and technological exploration.

To further advance the Truth and Reconciliation Commission's Calls to Action relating to Indigenous education, LTS welcomed two new Indigenous Pedagogy and Curriculum consultants in Fall 2022. The consultants engaged in a listening tour to better understand the needs of students and employees across the College. They developed learning bundles to support faculty in weaving Indigenous content and teaching methods into their curriculum while supporting the creation of Indigenous-focused learning outcomes.

Indigenous Youth Development Canada

Indigenous Youth Development Canada (IYDC) delivers a pathway to education and skills training to First Nation, Métis and Inuit youth across Canada who are not in school or employed. Students in the program are given the opportunity to learn skilled trades, advance their education and take leadership roles in their community while launching careers in their chosen sectors.

Through a network of nine partners, post-secondary institutions or trade centres in five provinces, the project has supported close to 800 youth over the last three years with approximately 80 per cent of participants furthering their education or employment.

INDIGENOUS LEARNING

Ownership, Control, Access and Possession Course

The Ownership, Control, Access and Possession (OCAP) online course is provided by the First Nations Information Governance Centre (FNIGC), designed to teach Indigenous communities about a set of standards that outlines how Indigenous data should be collected, protected and used. Participants increase their understanding of the significance of Indigenous data sovereignty in the broader context of Indigenous rights and self-determination. In 2018, Algonquin College Corporate Training (ACCT) worked with FNIGC's subject matter experts to develop the initial OCAP course. In 2021, ACCT was awarded the right to work on OCAP 2.0, a more engaging and interactive eLearning course with updated content. This content is offered via a new FNIGC Learning Management System, which was provided by ACCT.



The success of IYDC can be seen across the country. At the Manitoba Institute of Trades and Technology campus in downtown Winnipeg, the program had an attendance rate of 92 per cent. Program participants with partner Thompson Rivers University in Kamloops, B.C., helped build a duplex last year that was the first new home on the reserve since 2016, where portions of the community still do not have access to potable water.

Mamidosewin Centre

The Mamidosewin Centre has been serving Indigenous learners at Algonquin College for more than 20 years. "Mamidosewin" is Algonquin/Ojibwe for "Meeting place" or "Walking together." The Centre strives to build a community that embodies this sentiment. As the hub for Indigenous learners and Indigenous culture at the College, the Centre takes great pride in respecting traditions and ceremonies and promoting the culture across the Ottawa Campus.

This year the Centre was delighted to welcome a new manager as well as events and communications officer to drive programming and events.

Services offered for students at the Centre include academic, career and personal support, awards and bursaries, events and activities, student housing assistance, volunteer opportunities and community resources. Resources available for students at the Centre include a smudging section, a counselling office, a kitchenette that provides space to prepare feasts for students and community notice boards for student matters, events and Indigenous job postings. The Centre is also open to non-Indigenous students who are interested in learning more about the culture and participating in events.



Algonquin Students' Association at Ottawa's 2022 Capital Pride Parade (left and right)

EQUITY, DIVERSITY, INCLUSION

Gender Expression and Identity Change Request Process

Through a collaborative working group from the College Academic Council, the Gender Expression and Identity Change Request Process was improved. Specifically, the process was streamlined to reduce the steps for students. The request form was updated and partner services across the College were engaged for awareness and sensitivity.

Capital Pride

Algonquin College and the Algonquin Students' Association are committed to creating a safe and inclusive campus community for all students, employees and faculty. After two long years, Ottawa's Capital Pride returned in-person for 2022 with the Capital Pride Parade serving as the capstone on a weekend of celebrations. More than 50 Algonquin College students and faculty flanked AC's pride float, with many others showing their AC spirit and merging from the sidelines to join the crew along the way.



50+ Algonquin College students and faculty marched beside AC's pride float.

PARTNERING FOR INNOVATION AND COLLABORATION

Algonquin College continually seeks strategic industry and community partnerships to strengthen the academic experience for our learners and graduates. Algonquin College is grateful for the many partners and generous donors whose support and contributions help our learners to achieve their academic and career goals.

Public College-Private Partnership

A new partnership in 2022 with CDI College delivers select Algonquin College programs to students at CDI's Mississauga and North York campuses in the Greater Toronto Area. The inaugural intake exceeded target enrolment levels by 208 students, beginning with the CDI Mississauga campus in the fall of 2022 and an additional two programs launched in Winter 2023. Available programs include Business Management and Entrepreneurship, Computer Programming, Interactive Media Design, Web Development and Internet Applications, International Business Management and Project Management.

SAGE Program

In January 2022, a project led by Algonquin College launched a furniture-making and entrepreneurship program at the Centre Where Adolescents Learn to Love and Serve (CALLS) in Portsmouth, Dominica. CALLS is a preparatory institution focused on providing services to at-risk youth who have not completed their secondary education. This partnership was

funded by Global Affairs Canada and administered by College and Institutes Canada (CICan) and Skills to Access Green Economy (SAGE) Dominica. The SAGE program is focused on sharing Canada's college expertise with educational institutions and employers in six Caribbean countries: Belize, Dominica, Guyana, Grenada, Jamaica and Saint Lucia. Algonquin College is the primary Canadian institutional partner and is responsible for curriculum development, technical skills, training for faculty and pedagogical training.

Youth Employability through the Technical and Vocational Education and Training Project

In partnership with Durham College and Camosun, this year Algonquin College engaged in the CICan/Mastercard Foundation Young Africa Works-Kenya: Youth Employability program through the Technical and Vocational Education and Training (TVET) Project. During the program's five-year duration, the College will work closely with Kenyan institutional and government partners to design and develop pre- and in-service training and leadership/management curriculum, as well as train cohorts of master trainers in Kenya. In addition, the College is supporting the roll-out of training at Kenya Technical Trainers College (KTTC) for new and existing instructors, as well as TVET institutional leaders. Algonquin College will act as the lead member of the consortium and is responsible for overall project management, reporting and delivery of project components.

Algonquin College is grateful for the many partners and generous donors whose support and contributions help our learners.

TD Bank Group

In 2022, TD Bank Group became the newest DARE6 partner with Algonquin College. Algonquin College supports TD in its journey to be part of meaningful action in response to the Truth and Reconciliation Commission of Canada's Calls to Action. This collaborative partnership supports the transmission, awareness and understanding of Indigenous knowledge with members of Indigenous communities, students and the College community. DARE6 partners become part of the fabric of the College and engage with on-site tours, traditional knowledge delivery, professional development and participation in campus events.

Nokia

The partnership between the Algonquin College Cooperative Education Department and Nokia continues to grow semester over semester and year over year. Nokia remains the top private sector employer for Algonquin College co-op students. In the past year Nokia has given 50 work terms to students from varying co-op programs including Computer Programming, Computer Systems Technician – Networking, Electro-Mechanical Engineering, Interdisciplinary Studies in Human-Centred Design and Mechanical Engineering Technology. Nokia reports that more students bridge from co-op employment to full-time employment than any other post-secondary institution.

Nokia also takes an active role in participating in Algonquin College activities, including sending representation to the College-wide Career Network Fair, guest judging for the College's RE/ACTION Showcase and conducting classroom visits to introduce students to Nokia as an employer of choice.



Nokia remains the top private sector employer for Algonquin College students.



Kanata North Business Association Hub 350

Algonquin College's partnership with the Kanata North Business Association (KNBA) and Hub350 continues to thrive, driving innovation, collaboration and educational excellence. As we equip learners with skills for a rapidly evolving world, our partnerships create opportunities that benefit students, the business community and society at large.

Hub350's sponsors, including Salesforce, Mitel, Ross Video, Wesley Clover and post-secondary institutions such as the University of Ottawa, Carleton University and Queen's University, form a powerful collaborative network. Algonquin College's partnership with these organizations reinforces our leadership in innovation and technology education.

Throughout 2022, Algonquin College showcased its programs and subject matter experts to industry partners while providing learners with valuable onsite experiential learning opportunities.

Our engagement within Hub350 means we are active in the community. This regular and ongoing activity has departments College-wide, including Co-operative Education, Applied Research, Innovation and Entrepreneurship and Corporate Training, finding new engagement opportunities and expanding on existing ones.

The impact of our partnership is evident in the opportunities afforded to our students. Top students from the College were invited to multiple VIP events entitled Doors Unlocked, where they had the chance to network and hear from senior executives from KNBA partners such as Ericsson and Nokia.

Moreover, Algonquin College students achieved notable success at the first-ever KNBA Hackathon. The team Hello World secured second place in the competition, further demonstrating the exceptional skills and innovative thinking nurtured through our programs.

EXCEPTIONAL LEARNER EXPERIENCES

PCL Construction

The Algonquin College community is grateful for the continued support and generosity of PCL Construction. Thanks to this partnership, learners at Algonquin College have been provided with financial assistance, allowing them to pursue their academic dreams and secure a brighter future.

The PCL Constructors Canada Inc. Bursary has awarded over \$104,000 to 68 deserving students across various programs at Algonquin College. In the 2022-23 academic year, PCL also created a Dare6 Bursary to support Indigenous students in a variety of programs. These bursaries enable students to overcome financial barriers and focus on their education.

Algonquin College takes immense pride in the success stories of our bursary recipients, and we are confident that this partnership will continue to empower our students to achieve great heights in their respective fields.

Ciena Optophotonics Lab Facility

Ciena is a global leader in optical and routing communications systems, services and automation network software. Algonquin College has enjoyed a strong strategic partnership with Ciena for almost two decades, with the opening of the state-of-the-art Optophotonics Lab facility in 2003 helping the College become a Polytechnic institute.

The \$6 million Ciena Optophotonics Lab at Algonquin College is the only lab of its kind in any educational institute worldwide. With Ciena's unwavering generosity, interest and commitment, the lab was upgraded in 2012 and again in 2021. Each upgrade is associated with a sophisticated automation software that controls and operates the networks. The Lab enriches the hands-on learning experience of students in the Bachelor of Information Technology — Optical Systems and Sensors (BIT-OSS) Algonquin College/Carleton University joint program. Today, Ciena continues to support the lab with equipment and software upgrades, as well as real-world knowledge transfer that helps prepare students for long-term success in the tech sector.



The \$6 million Ciena Optophotonics Lab at Algonquin College is the only lab of its kind in any educational institute worldwide.

PARTNERSHIP GRANTS SUPPORTING COLLABORATIVE APPLIED RESEARCH

New Frontiers in Research Fund

Algonquin College and the CHEO Research Institute received a \$234,492 grant from the Government of Canada's New Frontiers in Research Fund (NFRF) to further collaborative research. Delivered through the Canada Research Coordinating Committee and the Social Sciences and Humanities Research Council of Canada, funding is provided through the 2021 NFRF Innovative Approaches to Research in the Pandemic Context competition, which supports Canadian-led research in a post-pandemic context. The joint application, titled "Transforming Health Information, Research, and Scholarship through Technology and Teamwork," explores the novel systematic review methodology developed by the research team. Specifically, the funding will support the integration of a hybrid machine-learning human screening approach and real-world validation of the online software platform.

Social Procurement & Enterprise Development

A new grant from the College and Community Social Innovation Fund is supporting the development, curation and dissemination of research on the capacity of Canada's college sector for social procurement and social finance, which contribute to community wealth building through research and development of market-driven social enterprises. The project, titled Social Procurement & Enterprise Development (SPEnD), distributes a \$356,863 grant over three years to the College's Social Innovation Lab which focuses on the business and economics aspects in the four key pillars of social innovation: social procurement, social finance, social enterprise and social entrepreneurship. IBM Canada Advanced Studies, a founding partner and long-term supporter of the Social Innovation Lab, will also invest an additional \$146,100 to support SPEnD. The work of SPEnD targets advancing community wealth-building and the role of anchor institutions in building a fairer and more just society, leveraging its wealth to drive social change in a positive manner.

NSERC Mobilize Program

Thanks to funding from the Natural Sciences and Engineering Research Council of Canada (NSERC), Algonquin College received \$1.5 million over five years to establish a new Research and Development Institute (RDI). The RDI will support highly strategic applied research projects in collaboration with industry and community partners (an estimated five projects per year) and grow applied research capacity within the College. This grant is expected to fortify Algonquin College's research culture and foster the organic growth of innovative research. The aim is to embed applied research in the College's cultural fabric and to ensure that it becomes self-sufficient, sustainable and resilient to unforeseen changes in research funding and in society at large.





Each team was allotted four minutes to present an overview of their project, followed by a Q&A section with the panel of judges.

Second place went to Giving Adults a Break Through Play, an online platform to engage adults through play, giving them a break with short, creative activities, while third place went to POP TikR – Shop & Tour Local, a technological solution seeking to close the distance between customers and local small businesses.

The August showcase featured five project finalists, chosen out of nearly 30 submissions, who presented to a panel of industry professionals. Smart Tenant once again earned first place by building on their innovative design solutions. The student team designed the mobile app to provide a platform for tenants to connect with the local community, buy and sell goods in an online marketplace and correspond with their shared property management company. Features of the app include private messaging between tenants, landlord/tenant correspondence through cloud functions, as well as the moderation of not-safe-for-work content on the newsfeed and marketplace screens using artificial intelligence. Second place went to In Sight – A Call for Transparency, a solution to help increase the client satisfaction rate at the Immigration, Refugees and Citizenship Canada call centres, with third place going to Digital Signage Management System, a platform and device agnostic app providing users with the ability to manage and monitor thousands of endpoints in real-time from a single hub.

After three years of virtual events, the Office of Applied Research, Innovation & Entrepreneurship looks forward to once again hosting the RE/ACTION Showcase in-person, starting in April 2023.

RE/ACTION Showcases

Hosted by the Office of Applied Research, Innovation & Entrepreneurship, the goal of RE/ACTION is to create a platform for students to showcase their hard work in front of an audience of their peers, faculty and community partners. The event highlights leading-edge applied research done in collaboration with industry, community and institutional partners, providing a glimpse into the future of technology and the current state of innovation. Ranging from robotics to web design, building science to social innovation, and anything in between, the projects our students work on are incredibly diverse.

This past year Algonquin College held virtual showcases at the end of the winter and spring/summer terms. First place in April's RE/ACTION Showcase went to Smart Tenant, a mobile app for a property management company in Ottawa to engage in better and continuous communication with their tenants. Five project finalists were chosen out of 43 submissions to present to a panel of industry professionals.



RBC donors visit Algonquin College (left)

RBC fundraiser with AC alumni guest performer Jason Blaine (right)



SUPPORTING OUR LEARNERS THROUGH NEW SCHOLARSHIPS, BURSARIES, AWARDS AND DONATIONS

The Advancement and Strategy Division continues to work in partnership with individual, corporate and foundation donors to support learner needs and academic priorities. In 2022-23, Algonquin College engaged 407 donors to raise \$3,471,929, a 29 per cent year-over-year increase. In addition, the College confirmed five new bequests at an estimated future value of \$2,485,000. Algonquin College celebrates the impact of philanthropy and thanks the generous donors who chose to invest in our students.

RBC Foundation

In December, the RBC Foundation announced a \$500,000 commitment to support skilled trades initiatives over the next five years. As part of its RBC Future Launch program, the investment will help tackle a nationwide shortage of skilled trades workers and prepare students for the inclusive and sustainable jobs of the future.

RBC's donation will help Algonquin College increase enrolment in skilled trades programs, boost work-integrated learning opportunities, provide industry networking and event opportunities, develop a diverse talent pool and support projects and applied research partnerships which prioritize sustainability.

The Advancement and Strategy Division continues to work in partnership with individual, corporate and foundation donors to support learner needs and academic priorities.

Schulich Builders Scholarship Program

The Schulich Builders scholarship program is dedicated to students pursuing a career in the skilled trades at 10 Ontario colleges, including Algonquin College. More than \$3 million was committed in its first year of operation to combat labour shortages and highlight the importance of skilled trades in Canada.

Each college will award 10 scholarships per year: five \$20,000 scholarships for one-year certificate programs, and five \$40,000 scholarships for two-year diploma programs. Schulich Builders covers tuition, tools and living expenses for students enrolled in a skilled trade program. Priority is given to students nominated by their high school. In addition to financial support, Schulich Builders provides leadership training and mentorship to set graduates up for success.

Canerector Foundation Scholarship in the Skilled Trades

A \$400,000 gift from the Canerector Foundation will support as many as 125 first-year students in 13 skilled trades programs over the next four years. The Canerector Foundation Scholarship in the Skilled Trades is offered to students based on their leadership qualities, ambassadorial potential, volunteerism and aptitude. Students in eligible Algonquin College certificate and diploma programs at all AC campuses are eligible for the scholarship.

Each scholarship recipient will receive an initial \$1,000 and become a Canerector Foundation Scholar. Canerector Foundation Scholars receive ongoing social and career support, including mentorship and increased access to employers and alumni. Those who mentor current and prospective students in skilled trades, participate in co-curricular activities and maintain a minimum 3.0 GPA will be awarded an additional \$1,000 per term, up to a maximum of \$4,000.

Dwight and Christine Powless Scholarship

The Dwight and Christine Powless Scholarship, made possible by a generous \$20,000 donation from Dwight and Christine Powless, will be awarded at convocations to the graduating Indigenous learner with the highest GPA. An expected additional bequest will see the overall value of the scholarship increase to approximately \$100,000, a strong legacy for both Dwight and the late Christine, who passed away in December 2022. Dwight and Christine chose to make their donation because they saw Algonquin College as an institution that would honour their gift and use it to improve the experiences of Indigenous learners, giving the College a chance to reaffirm its commitment to Truth and Reconciliation.

University Women Helping Afghan Women Legacy Bursary

The \$1,000 University Women Helping Afghan Women Legacy Bursary will be awarded annually to a second, third or fourth-year female Afghan student enrolled in any diploma or degree program who demonstrates financial need and is in good academic standing. Preference will first be given to a convention refugee from Afghanistan. The bursary may also be distributed to a protected person or a permanent resident or Canadian citizen who was a refugee/protected person from Afghanistan.

Metropolitan Brasserie Hospitality and Tourism Bursary

An Algonquin College alumna led the establishment of a \$10,000 gift to support learners in hospitality programs over the next five years. The Metropolitan Brasserie Hospitality and Tourism Bursary will provide a \$1,000 bursary to two students per year, one in the Bachelor of Hospitality and Tourism Management program and the second in the Hospitality – Hotel and Restaurant Operations Management program.

AC alumna Sarah Chown, who co-owns the Metropolitan Brasserie Restaurant in downtown Ottawa, graduated from the Hotel and Restaurant Management program in 2002 and serves on a program advisory committee in the School of Hospitality and Tourism. The Metropolitan Brasserie Hospitality and Tourism Bursary will be awarded in the 2023 Winter Term and in the fall term in subsequent years.

Syntax Strategic Award

A new award will foster talent from programs such as communications, marketing and design with preference going to Black, Indigenous and people of colour (BIPOC) students to encourage more diversity in the public relations field. The Syntax Strategic Award will be awarded annually to two students in their final year of studies. Each student will receive \$5,000 plus a paid summer internship opportunity.

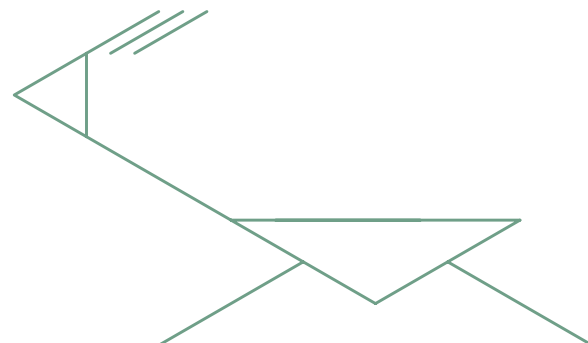
This new award comes in the wake of companies publicly struggling to find talent and diverse candidates as a result of the mass exodus of people from the workforce due to COVID-19. Syntax Strategic has presented to many students over the years, providing mentorship and hiring numerous graduates from the College's professional programs.

Raffle to support the Business – Agriculture program at the Perth Campus

In June, Algonquin College's Perth Campus held a raffle to benefit learners in the Business – Agriculture program. Bean Chevrolet Buick GMC Limited generously donated a 2022 GMC Sierra truck, valued at over \$71,000, in support of the program. In addition, an early bird draw of \$5,000 was also available, sponsored by CI Assante Wealth Management and O'Farrell Wealth & Estate Planning. The raffle raised over \$175,000 in support of the Business – Agriculture program, a two-year diploma that teaches business management and agricultural leadership. The curriculum includes a practical week in each semester where learners visit various farms and agribusinesses in the area. Funds raised from the raffle will support costs of transportation for students and their meals.



A \$400,000 gift from the Canerector Foundation will support as many as 125 first-year students in 13 skilled trades programs over the next four years.



NEW PROGRAMS AND INITIATIVES

Algonquin College continues to innovate and expand its portfolio of programs with seven new offerings introduced during the 2022-23 academic year.

Program Title	Credential	Campus	Delivery Term	Ministry Approval Status
Bachelor of Culinary Arts and Food Science (Honours)	Bachelor's Degree	Ottawa	Fall 2022	Ministry approved
Bachelor of Business Administration (Trades Management) (Honours)	Bachelor's Degree (collaborative with Mohawk and George Brown)	Ottawa/AC Online	Fall 2022	Ministry approved
Artificial Intelligence and Software Development	Ontario College Graduate Certificate	Ottawa	Fall 2022	Ministry approved
Financial Services – Canadian Context	Ontario College Graduate Certificate (2-year)	Ottawa	Fall 2022	Credential Validation Service approved
Market Research Analysis (replacing Market Research and Business Intelligence)	Ontario College Graduate Certificate	Ottawa	Fall 2022	Ministry approved; title modification/co-op
Strategic Global Business Management	Ontario College Graduate Certificate (2-year)	Ottawa	Fall 2022	Credential Validation Service approved
Supply Chain Management – Global	Ontario College Graduate Certificate	Ottawa	Winter 2023	Ministry approved

Other Initiatives

The Faculty of Health, Public Safety and Community Studies continues to answer the call to support the growing healthcare workforce. The College offered an accelerated Personal Support Worker (PSW) training program that included 12 weeks of training to prepare students for workplace-based learning and 12 weeks of a provincial grant-supported clinical placement. The tuition and ancillary fees for this PSW program is covered by the Ministry of Colleges and Universities.

The Pembroke Campus celebrated significant growth in diversity this year. Pembroke experienced a 300 per cent increase in its level 1 International enrolment, welcoming an additional 60 full-time international students to the community through new graduate certificate program offerings. The campus, in partnership with the Office of Applied Research, Innovation & Entrepreneurship, also celebrated its Indigenous diversity by implementing specialized Indigenous student support services and opening a refreshed Indigenous medicine wheel garden.

The Perth Campus continued to innovate its program mix during the 2022-23 academic year. The campus took part in the delivery of Construction Essentials and Masonry training through a funding program targeting job seekers. In addition, it added a winter semester intake of its Practical Nursing program to go along with its spring semester intake. The campus received a positive response from the Postsecondary Education Quality Assurance Board on its application for a Bachelor of Applied Science – Building Conservation program that is expected to launch in Fall 2024.

Collaborative Programs

AC Online has been given the opportunity to host two courses through the Colleges Ontario's Nursing Program Transformation Initiative (NPTI). The NPTI is a collaborative project with all 24 Ontario colleges delivering programming fully online asynchronously. Algonquin College is one of the four colleges approved to host courses, along with Fanshawe, George Brown and Mohawk. AC Online is offering Health Assessment and Research in Nursing on a monthly intake basis.

AC Online is collaborating with CIGan to offer the Support Care Assistant program. The six-week fully asynchronous online course is followed by a two-month fully paid work placement. The program will help accelerate the next step in the student's career to become a fully certified personal care provider, such as the Personal Support Worker certificate.



Co-op work placement student (left)

Algonquin College Cooperative Education Centre (right)



COOPERATIVE EDUCATION

Algonquin College provides paid cooperative education (co-op) opportunities for learners in many of our programs, enabling them to achieve success throughout their studies and career. Through co-op placements, learners apply their program knowledge to entry-level positions in their chosen field, gaining valuable workplace experience and networking opportunities. We are proud to have achieved our goal to increase co-op program enrolment as outlined in our 2017-22 Strategic Plan. Since 2019, 23 programs have been designated as co-op with a total of 5,340 students in co-op programs.

As part of its mandate to facilitate connections between learners and employer partners, the College's Cooperative Education Department held a successful Career Networking Fair on Feb. 13 in conjunction with the Algonquin Students' Association, the first in-person career networking event to take place in three years. With individual employer booths collecting over a hundred resumes in a matter of hours, this event led to several on-the-spot job offers for our students. Over 2,000 students and 75 employers registered for the event, with an impressive 700 attending in the first hour and 3,000 students and alumni attending throughout the day. The Career Networking Fair also offered support to students seeking feedback on their resumes and job readiness.



In April, four students from the Recreation and Leisure Services program were recognized for their outstanding fundraising and advocacy work. Tia Taft, Cathy Dowsett, Dakota Ostrowski and Julianna Alibrando raised approximately \$4,200 for the Ottawa-based charity Do It For Daron (DIFD). DIFD is a youth-driven charity that promotes open dialogue about youth mental health through education, awareness and research initiatives, operating in partnership with The Royal, Ottawa's mental health care teaching and research hospital.

Community Service Learning students in the College's Child and Youth Care program were awarded the Student Changemaker Award for their outstanding fundraising and advocacy work. Cady Harrold, Krista Bascur, Eureka Desrochers and Kiah Fernandes led fundraising initiatives for the Emily Murphy Non-Profit Housing Corporation, Somerset West Community Health Centre's Laroche Park Afterschool Program and the Guatemala Stove Project.

Every year first-year students from the Child and Youth Care program work with community partners to host fundraising events to raise awareness and funds for projects they are passionate about. To date, students in the CLS course have raised \$120,000.



At Algonquin College, our changemaking learners are our most important facilitators of progress.

STUDENT SUCCESS

Student Changemaker Award

The Board of Governors formally recognizes remarkable student success or projects through its Student Changemaker Award. At Algonquin College, our changemaking learners are our most important facilitators of progress. In the spirit of change, this award recognizes student success in the bold pursuit of a better future. Over the 2022-23 academic year the Board of Governors recognized 10 learners and one program for their pursuit of excellence.



Manufacturing Engineering Technician graduate Michael Marshall earned his Changemaker Award through his efforts with the Algonquin CNC Club, which seeks to give learners an avenue to further their skills and understanding through personal passion projects. In addition to the club, Marshall promoted the College's programs at local high schools in the Ottawa Valley, demonstrating the capabilities of technologies like 3D scanning and computerized numerical control machining. Peers and educators alike have described Marshall as being a role model both as a learner and a student leader.

Reilly Carey, a graduate from the Pembroke Campus Registered Practical Nursing program, was awarded for her exemplary efforts in promoting mental health resources among practical nursing students. Carey is a practicing RPN at The Ottawa Hospital - Civic Campus and is in the process of completing an Addiction and Mental

Health Certificate at the College, as well as the Bachelor of Science in Nursing collaborative program between the College and the University of Ottawa.

The Forestry Technician program at the Pembroke Campus received the award in recognition of their efforts to help plant Canada's first Forest of Hope near Beachburg, Ont. Learners Breanna Atkinson, Emma Keller, Ashley MaCrae and Skyler Stewart-Weber received the award on behalf of their program. In partnership with the Canadian Association for Suicide Prevention, the Ontario Woodlot Association and the Kiwanis Club of Pembroke, the planting of 1,500 red pine, white pine and white spruce trees both serve as a memoria to people who have died by suicide and raises awareness about suicide prevention. The forest will also be used as a teaching space for Forestry Technician learners, who will work to ensure its ecological health and sustainability.

Participating in Cross-Country Competitions

Along with their achievements within the College, in 2022 Algonquin College learners excelled in competitions within their respective fields.

Student teams from colleges across Ontario took part in the Rippen Cross-College Entrepreneurial Challenge in April 2022. Sponsored by Enactus, HSBC and RBC, the virtual event invited student teams to present innovative solutions to business challenges for Goodums Food and Riipen. Learners from Algonquin College’s Business Management and Entrepreneurship program won top prizes in the inaugural event. Individual awards, including Most Cohesive Team, Most Engaged and Best Presenter also went to College learners.

Algonquin College learners took second place at the Ontario Colleges’ Marketing Competition (OCMC) in December 2022. The two-day competition is a showcase of the province’s top marketing students and future business leaders, with over 250 participants across 12 colleges competing in events that test their marketing expertise in a variety of categories. The College’s team included 20 students from across five different marketing programs: Advertising and Marketing Communications Management, Bachelor of Digital Marketing Communications, Business Marketing, Business Administration Advanced Diploma and Business Management and Entrepreneurship. Twelve full-time and part-time faculty members, as well as OCMC alumni, provided coaching support for the competition.

Automotive Service Technician Apprenticeship program learners Connor Gunn and Sean Glazier won first and second-place medals, respectively, at the 2022 Skills Ontario Competition, the largest skilled trades and technologies competition in Canada. Gunn won gold and Glazier won silver in the Auto Service Technology category. Ryan Gratton, a student in the Level 3 Automotive Service Technician Apprenticeship program, came a close fourth in the Auto Service Category — helping Algonquin College’s participants to sweep three out of the five top spots.

COMMUNITY INVOLVMENT

Our learners regularly participate in projects that give back to the local community. Over the spring and summer of 2022, seven teams from the Project Management Graduate Certificate program engaged in fundraising activities to support the Algonquin Students’ Association Food Cupboard. Each team was tasked with planning and executing a fundraising project, with the goal of donating \$1,000 worth of goods for students in need. Student teams were encouraged to showcase their entrepreneurial spirit and apply project management skills to achieve their project goals. Each team met or exceeded their fundraising goal, donating a total of \$10,877.45 worth of non-perishable goods.



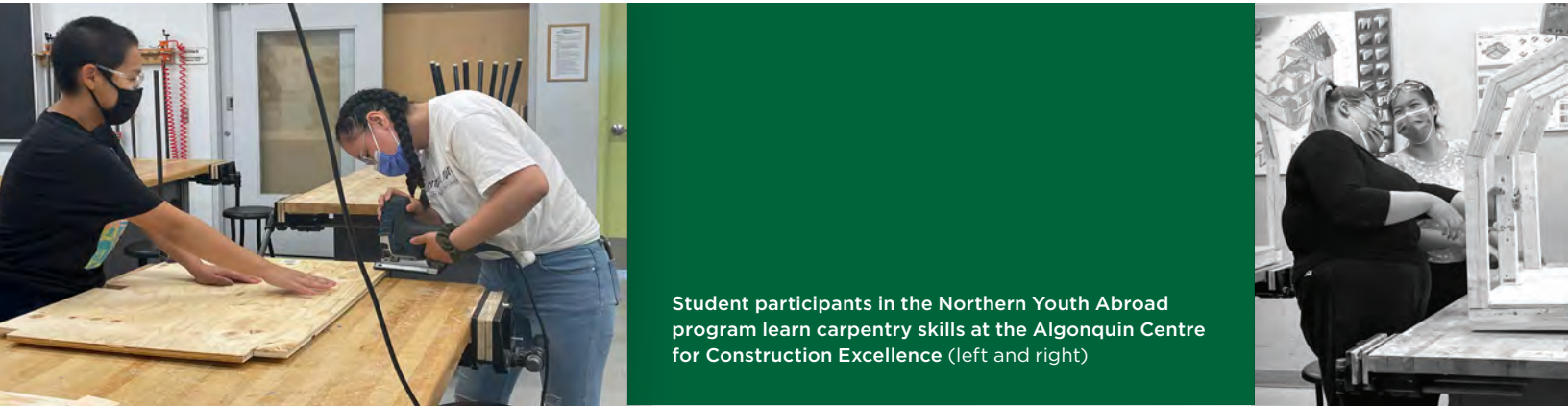
Prime Minister Justin Trudeau with President Claude Brulé during his visit to Algonquin College

HOSTING HONOURED GUESTS AT OUR COLLEGE

Prime Minister Justin Trudeau sat down with Algonquin College nursing students at the Ottawa Campus on February 10, 2023, to discuss health care, mental health and more. Students were eager to engage, asking questions that ranged in topic from immigration to the rise in cost of living and affordable education. Trudeau acknowledged the challenges that students currently face as inflation rises and wages remain stagnant, pointing to the federal government’s recent healthcare funding announcement and the ongoing work being done at the federal level to support individuals across all sectors with a variety of challenges. After a question-and-answer period, the prime minister made his way through campus where he was greeted by a crowd of excited learners. Trudeau spoke to studying students, paused for selfies and shook as many hands as time allowed.

Mexican Minister of Tourism Miguel Torruco visited the School of Hospitality and Tourism during a visit to Ottawa in October 2022. Torruco spoke with students about the importance of tourism and its impact on the Mexican economy. As a former hospitality and tourism professor, he discussed the value of a of hospitality and tourism education as well as the exciting career opportunities within the field.

On May 19, 2022, Colombian Ambassador H.E. Jorge Londoño de la Cuesta and Chef Alex Nessim visited Restaurant International, where Nessim conducted a demonstration with AC Culinary students and live-streamed an online seminar.



Student participants in the Northern Youth Abroad program learn carpentry skills at the Algonquin Centre for Construction Excellence (left and right)

NORTHERN YOUTH ABROAD PROGRAM RETURNS TO ALGONQUIN COLLEGE

After a three-year hiatus due to the COVID-19 pandemic, Northern Youth Abroad (NYA) returned to Algonquin College in July 2022. Thirteen Inuit and Dene students aged 17-24 from Nunavut and the Northwest Territories came to the Ottawa Campus to learn carpentry skills and get a taste of college life.

NYA is an Ottawa-based charitable organization offering programming in education, career building and community leadership to northern youth. Travelling to Ottawa at no cost to themselves, student participants live on campus in AC Residence and take part in various workshops, volunteer in the community, gain independent life skills and complete a construction course at the Algonquin Centre for Construction Excellence. They leave the program with high school credits, career preparedness and the experience of living on a college campus.



Thirteen Inuit and Dene students aged 17-24 from Nunavut and the Northwest Territories came to the Ottawa Campus to learn carpentry skills and get a taste of college life.

ALUMNI OF DISTINCTION AWARDS 2022

Each year, Algonquin College honours the incredible achievements of our alumni through the Alumni of Distinction Awards. The sixth annual Alumni of Distinction Awards, held in September 2022, returned to an in-person format. The event celebrated 10 Algonquin College alumni and one employer for their outstanding professional and community contributions, empowering our graduates to make a difference. The event also saw musical performances by two alumni acts: up-and-coming alt-pop singer Vi and the group Silla, comprised of traditional Inuit throat singers Cynthia Pitsiulak and Charlotte Qamaniq.

The 2022 Algonquin College Alumni of Distinction Award winners are as follows:

The Alumni of Distinction Apprenticeship Award – Lorrie Potvin

Author, tradeswoman, artist, teacher — Potvin has made a career out of overcoming barriers, finding accomplishment in the trades when most women were not allowed in the field. She eventually began teaching the very craft that had nearly been denied to her and embraced writing and art. As a proud member of the Métis Nation of Ontario, she also volunteers as a circle keeper in the Indigenous Restorative Practice team at Family and Children’s Services in Pembroke.

Alumni of Distinction Brian Fraser Recent Graduate Award – Keshana King

In many ways, King is already an entrepreneur and changemaker. In May 2019, King was invited to participate in the Centre for Social Enterprise

Development SE Start-Up Lab pre-accelerator program. This led to her joining the Young Leaders Dinner at the British High Commission in Ottawa. Participants at the dinner made climate-change policy recommendations for the next United Nations Climate Change Conference.

Alumni of Distinction Creative Arts and Design Award – Sam Laprade

Host of “The Sam Laprade Show” every weekday from noon to 2 p.m., Laprade introduced a new kind of voice to daily radio. She continues to host the show “An Hour to Give,” which provides an outlet for local charities and not-for-profits to tell the stories and amazing work they do to change and save lives.

Alumni of Distinction for Business Award – Wendy Beckles

A chartered professional accountant, CEO and president of Shepherd Village, an integrated seniors’ healthcare community, Beckles knows about teamwork. She credits Algonquin College with fostering the notion that it’s important to watch for those who might fall through the cracks and ensure you finish the work as a team — whether it’s as simple as completing a group assignment or as challenging as surviving a pandemic.

Alumni of Distinction Changing Lives Award – Collinda Joseph

Joseph was part of the team that took home the 2022 Winter Paralympics bronze medal in wheelchair curling, adding to an ever-growing list of curling achievements. In addition to her athletic pursuits, she also helps develop public policy for accessibility at the federal level.

This event celebrated 10 Algonquin College alumni and one employer

Distinction Award for Health Sciences – Frank Fiorenza

Fiorenza has more than five pieces of patented medical technology, three registered trademarks and over 18 patents/patents pending in Canada, the U.S. and Europe. He credits much of his success to the decisions he made early on in his career and taking the leap to enter a college program.

Alumni of Distinction Award for Technology – John Hewie

Hewie started out tinkering with computers for fun. He worked hard to achieve a leadership role as national security officer at Microsoft Canada and became an industry authority on cybersecurity, taking the opportunity to make a wider contribution.

The Alumni of Distinction Rena Bowen Volunteer of the Year Award – Christina Ranieri

Ranieri is a long-time abilities advocate and consultant who, in 2014, founded Ability First Ottawa (AFO), a community non-profit organization that offers services and supports to people with developmental disabilities. Its services include a summer camp, adult skills training, entrepreneurship mentoring and other programs that help people with disabilities reach their social, educational and employment goals.

The Alumni of Distinction Award for Community Services – Aaron Tompkins

Since joining the Smiths Falls Police Service (SFPS), Tompkins – now a constable – has taken the mantle of community service officer by building relationships directly with the public through social media, membership on various local boards and direct initiatives through the SFPS. He spends much of his time volunteering with local organizations and working on youth programs and events.

Alumni of Distinction Award Employer of the Year – Canadian Revenue Agency

The Canada Revenue Agency, repeatedly named one of the top 100 employers in Canada and a top 100 employer for young people in 2022, serves Canadians by administering tax, benefits and related programs, and ensures compliance on behalf of governments across Canada, contributing to the ongoing economic and social well-being of Canadians.

Alumna of the Year Award – David Trick

As a businessman, Trick measured success by the number of employees he kept employed and the bottom line of his business. He is now the chair of a family foundation built on the results of his hard work and good fortune that helps look after others today and in tomorrow.



Connections: The Campus Store (left)
Ottawa Campus Food Court (right)

CAMPUS SERVICES

As we continue to emerge from the pandemic, the focus of the Campus Services department is on rebuilding, reopening and beginning to reimagine our future. Campus Services provides essential support to the Algonquin College community, as seen by the significant increase in on-campus activity throughout the fall and winter terms.

The Campus Store has had 140,928 in-person visits, representing a 193 per cent increase over the previous year. Since September 2022, there have been 813,271 transactions at Food Services, compared to 204,480 for the same period last year. The number of student cards and U-Passes printed increased by 111 per cent, with 35,760 cards issued this past year.

The return and addition of programs and events across our services support a vibrant campus experience, including sustainability initiatives in Food Services, the AC Grad Shop at Convocation and successful custom hoodie events. As we continued to rebuild and reopen, we hired extensively across all Campus Service areas, including more than 140 students. Several highlights from this past year include the return to full occupancy at the Ottawa Residence in Fall 2022, along with returning to in-person events, re-opening common spaces and removing pandemic restrictions. In addition, all Food Services at the Ottawa Campus have also reopened, including four locations that had been closed since March 2020.



The two Certified Gold buildings, the Jack Doyle Athletics and Recreation Centre (ARC) and the Robert C. Gillett Student Commons, both have a broad range of accessibility features that led to their rating. The ARC features an enhanced path of travel and interior circulation, elevator technology with an audible announcement of floor level and emergency hearing technology, universal washrooms and change rooms throughout the facility and a second-floor fitness area highlighted by a state-of-the-art accessible equipment area. The Robert C. Gillett Student Commons is equipped with universal washrooms outfitted with adult change tables on two of the three levels, truncated domes at the top of all staircases and hearing technology available to all students, staff and visitors upon request.

The Algonquin Centre for Construction Excellence (ACCE) achieved certification for its universal washroom equipped with adult change tables on the main floor, accessible showers on several levels and hearing technology available to all learners, employees and visitors upon request. Further accessibility retrofits for ACCE are expected in the coming year.

FACILITIES

Accessibility is fundamental to Algonquin College's core values of Caring, Learning, Integrity and Respect. Under the Rick Hansen Foundation Accessibility Certification™ (RHFAC) program, in April 2022 the College secured a Gold rating for accessibility for two of its buildings and certification for a third. The RHFAC program serves as a tool for industry leaders to raise the standard for accessible design and ensures people of all abilities can fully contribute and participate in the spaces where they live, work, learn and play. To date, over 1,300 sites across Canada have been rated through the program. This rating was a significant milestone in the College's commitment to accommodating all learners and employees.



RECRUITMENT

The College Marketing and Student Recruitment department returned to in-person campus tours and events in the fall of 2022. The College Information Program returned to the five-week in-person format, travelling throughout the province together with the other 24 Ontario colleges, with a contingent from Algonquin College exhibiting at the Ontario College Fair in Toronto.

The Algonquin College Fall Open House at the Ottawa Campus took place in November 2022. It was the first in-person Open House in two years and welcomed an estimated 5,000 to 6,000 visitors. More than 4,800 leads were collected, representing an increase of 27 per cent year-over-year.



The first in-person Open House in two years welcomed an estimated 5,000 to 6,000 visitors.

GRADUATE CELEBRATION



Convocation 2022

Graduation is a seminal moment in a learner's life, serving as both a closing door in an academic journey and the first step towards a new and exciting future. Whether one looks ahead to further education or delving into the working world, the recognition and celebration of new graduates in front of peers and loved ones serves as a fond memory for many.

COVID-19 changed the way we recognize our graduates, as pandemic restrictions necessitated a shift to entirely virtual convocation ceremonies. The Spring 2022 Convocation saw a partial return to form under a hybrid format, allowing in-person celebration for the first time in years. The event saw 13 ceremonies across the Ottawa, Pembroke and Perth campuses, which celebrated the accomplishments of roughly 5,500 graduates — including from our AC Online campus — from the Summer 2021, Fall 2021 and Winter 2022 terms. An open invitation was also extended to learners who graduated during the pandemic, allowing them an opportunity to receive recognition at an in-person graduation.

The Spring 2022 ceremonies also celebrated five accomplished community leaders with honorary degrees: Catherine Clark, Co-Founder of the Honest Talk; Goldy Hyder, President and CEO of the Business Council of Canada; Alex Munter, President and CEO of the Children's Hospital of Eastern Ontario; Todd Nicholson, five-time Canadian Paralympian and Project Officer at the Canada Border Services Agency; and Ian Sherman, Chair of the Ottawa Board of Trade. These recipients were chosen for their wide-ranging community work and contributions to their fields, efforts which have improved the lives of many.



Whether one looks ahead to further education or delving into the working world, the recognition and celebration of new graduates in front of peers and loved ones serves as a fond memory for many.

EMPOWERED PEOPLE



Empowering our people to foster a high-quality, innovative, learner-driven culture

INTRODUCTION

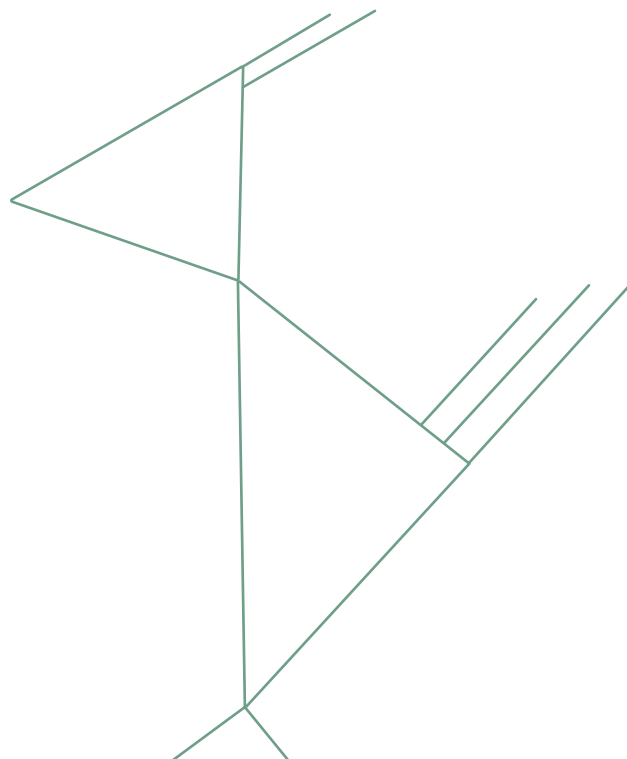
At Algonquin College, our focus is on empowering our people to create a culture that is learner-driven, innovative and of the highest quality. We believe that collaboration, continuous learning and improvement are the keys to excellence in teaching and learner support.

Our goal is to provide our people with the tools, systems, facilities and support they need to deliver outstanding learner experiences. We also understand the importance of career and professional development opportunities that enhance their work and support lifelong learning.

By empowering our employees and providing them with the tools and clear parameters to succeed, we enable efficient decision-making and create a culture that values innovation and strives toward continuous improvement.



TENDESÍ - Blue Jay
Blue Jay was given beautiful coloured feathers by Kije Manido. He is kind to those who show kindness, also has predatory and fierce qualities.



Our goal is to provide our people with the tools, systems, facilities and support they need to deliver outstanding learner experiences.



STRATEGIC WORKFORCE PLANNING

In support of the AC Strategic Plan, the Strategic Workforce Planning initiative was undertaken in 2022-23. The project was designed to create a framework that embraces data-driven approaches to determine workforce requirements, which allows the College the knowledge that each role has been filled by the right person. Developed by Human Resources, the progression of this plan included an analysis of the prior model, creation of the new framework and proposed options for governance.

A proof of concept was implemented in several areas of the College, including the Nursing program and administrative and service areas like Parking, Lockers and Card Services. The results of this proof of concept were incorporated into a final report, which also included recommendations and guidelines in the implementation of strategic workforce planning. The project will continue into the following year, as these same workforce planning methods will extend to other areas of Algonquin College.



The R3 Project is an opportunity to Rethink, Redesign and Reimagine how Algonquin College does business.

STUDENT INFORMATION SYSTEM TRANSFORMATION

Algonquin College's R3 Project has made excellent progress thanks to the efforts of working group meetings and engagement from the wider College community. The Project — now in its Design and Develop Phase — has achieved a number of notable milestones, including successfully examining the transferral of data between Salesforce and Thesis SM, thus reducing the time needed for the two platforms to communicate with one another.

The R3 team has finished integration plans for other programs used throughout the College. More than 1.8 million student's course enrolment data have been migrated to the new Student Information System.



TOP EMPLOYER

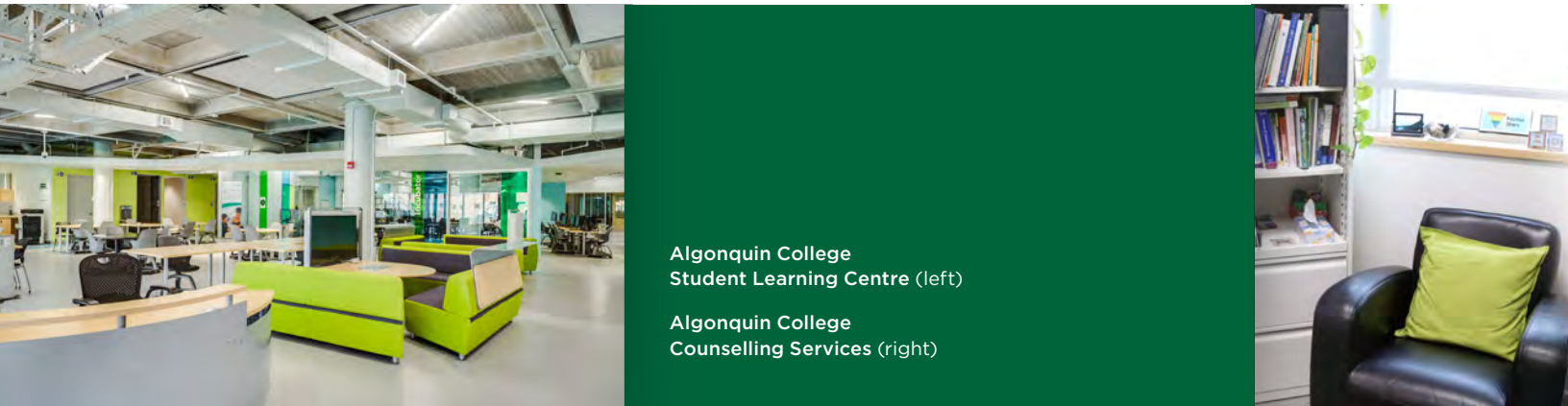
For the tenth year in a row, the College has been recognized as a National Capital Region's Top Employer for our atmosphere of growth and inclusion. This is reflective of the College's mission to transform hopes and dreams into lifelong success, which is applicable to our learners and our employees.

Employees enjoy an inclusive and respectful environment at Algonquin College through ongoing professional development opportunities and inclusion activities. The College continuously works to develop growth and employee engagement through working groups, intra-college committees and various task forces.

REGISTRAR'S OFFICE CLIENT RELATIONSHIP MANAGEMENT SYSTEM

One of the Registrar's Office's key accomplishments this year was the deployment of the Client Relationship Management (CRM) system, which manages student inquiries for all Registrar's Office services and can be leveraged to increase response times, visibility and tracking. The Registrar's Office frontline team has been using the CRM system for a year and a half. During this period, the average response time has gone from two days to within the same day of inquiry. This same-day service is expected to continue improving wait times and responses, with the CRM now supporting all Registrar's Office services.

The net promoter score, which measures learner satisfaction and an individual's willingness to recommend Registrar's Office services, has continued to improve with a 12-point increase from + 55 to + 67 in 2022-23. This heightened score represents a ranking of "very good" bordering excellent.



Algonquin College
Student Learning Centre (left)

Algonquin College
Counselling Services (right)

STUDENT SUPPORT SERVICES

To improve the experience of learners, this year both the Ottawa Campus Library and Student Learning Centre introduced new technology platform initiatives ahead of Fall 2022. The College was one of 20 post-secondary institutions that switched to a new Collaborative Library Services Platform with Ex-Libris, developing the Page1 platform in time for the new academic year. The platform offered a wide range of benefits, including improved back-end operation of the Library's web-based resources, stronger learner experience, better inter-college shareability and easier resource location. The Student Learning Centre was simultaneously seeking to replace technology that was used to book, pay for and deliver peer tutoring. The choice was made to launch the cloud-based TutorOcean, which replaced multiple other tools and processes and greatly strengthened the process for both learners accessing the service and for employees in their onboarding of tutors.

COUNSELLING SERVICES

In the fall of 2020, the Mental Health Commission of Canada released the National Standard of Canada for Mental Health and Well-Being for Post-Secondary Students. Its voluntary guidelines serve as a framework for post-secondary institutions to create and enhance procedures and practices that serve to continually benefit the overall mental well-being of learners.

Counselling Services performed a wide-reaching audit of its programming and services as part of the Standard. This led to an extensive report released in March 2022. In response to the report and audit, the College's Mental Health Steering Committee was updated with a mandate, executive sponsor, new membership list and terms of reference. The committee priorities for the coming 2023-24 year are to create a new framework for mental health and wellness, suicide prevention and to develop a new health and wellness website for learners.

RECOGNIZING EXCELLENCE IN OUR EMPLOYEES

Each year the Algonquin College Employee Awards recognize employees who demonstrate exceptional skills and dedication to our learners, their peers and the communities we serve. Whether to acknowledge excellence in leadership, teaching or teamwork, the awards capture a commitment to excellence across all positions and services. The Employee Awards program is one way to say thank you to all those who live the College values of Caring, Integrity, Learning and Respect.

2021-2022 award recipients:

Administrative Staff Award – Alanna McDonell

Deborah Rowan-Legg Service Excellence Award – Shelly Sutherland

Dianne Bloor Part-time Faculty Award – Jeff Bergin

Gerry A. Barker Leadership Award – David Thibodeau

Inclusion & Diversity Champion Award – Martin Lee

Laurent Isabelle Teaching Excellence Award – Tamra Alexander

Lifetime Achievement Award – Robyn Heaton

Part-time Support Staff Award – Monica Havelock

Philanthropy Champion Award – Kim Bosch

Support Staff Award – Kyle Jamieson

Team Staff Award – Ethical Upstander Training for Inclusion Leaders team

PRESIDENT'S STAR AWARD

The President's Star Award is presented to an employee who demonstrates a commitment to excellence in their role within the College community, who regularly and consistently demonstrates outstanding service and truly embodies the College's shared commitment to student success.

The 2022-23 President's Star Awards recipients include **Nancy Tremblay, Mary Anne Reinhard, Trudy Price, Frank Bowick, Alicia Gibson, Ahmed Atallah, Brenda Klerks and Colleen Clark.**

CATALOGUE OF EMPLOYEE LEARNING OFFERINGS

A new Catalogue of Employee Learning Offerings showcases learning opportunities to align with each employee's learning needs. Promoting a wide array of the most popular and timely offerings, employees can search the Catalogue for learning opportunities across all areas of the College by topic and subject. The offerings have been divided into seven categories: Health & Wellness, Inclusion & Diversity, Leadership, Legislated Training, Teaching & Learning, Technology and Workplace Skills. In addition to a rigorous index and search function, the Catalogue provides instructions on how employees can register from the various departments. The Catalogue is the work of the new cross-College Employee Learning and Development Working Group, whose membership is made up of representatives from AC Online, the Centre for Organizational Learning, Corporate Training and Learning and Teaching Services.

A DAY OF REMEMBRANCE



National Day for Truth and Reconciliation

Algonquin College recognized the second annual National Day for Truth and Reconciliation (NDTR) with the unveiling of *Remembering the Children*, a beautifully hand-crafted art installation that serves to commemorate the victims of the residential school system. Revealed at the Ishkodewan courtyard in front of a crowd of orange shirt-clad onlookers, the commissioned art installation was created by local metal artist Barry Ranger, who incorporated several traditional Indigenous images into the design. Nurturing plants like corn, beans and squash intertwined with several sets of small moccasins — a stark reminder of the Indigenous children who never returned home.

The art installation now remains on display in Ishkodewan, serving as a place to gather for reflection and as a permanent reminder of the dark and brutal history surrounding Canada’s treatment of Indigenous Peoples.

Algonquin College continued to acknowledge Truth and Reconciliation throughout the day, with events at the Mamidosewin Centre — which included traditional meals and a speakers series with Eric Johnston and Jackie Tenute — and the Big Box Theatre, which showed the award-winning film *Beans* and hosted a talk by director Tracey Deer. The Pembroke Campus also conducted a ceremony, provided free Three Sisters soup during the lunch hour and hosted a blanket exercise.



***Remembering the Children*, a beautifully hand-crafted art installation that serves to commemorate the victims of the residential school system.**

INCLUSIVE COLLEGE



Creating an equitable, diverse and inclusive work environment

INTRODUCTION

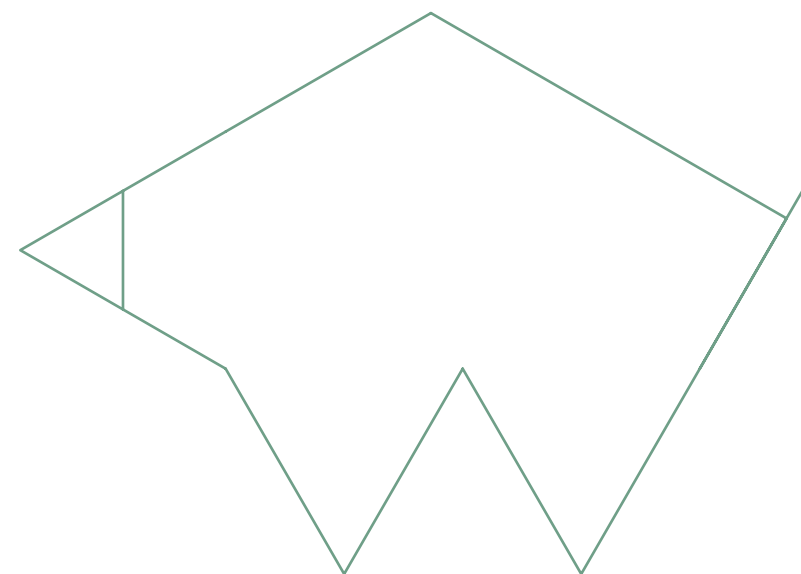
Creating an equitable, diverse and inclusive work environment is not just a matter of good intentions, it is a strategic imperative for any organization that wants to succeed in today's complex and dynamic world. At Algonquin College, we recognize the importance of building a culture that is grounded in equity, diversity and inclusion principles and that is reflected in everything we do.

Our goal is to embed these principles into our College culture and ensure that they are reflected in our practices, processes, services and programs. We also aim to create a team that reflects the diversity of the population and the communities we serve, and that facilitates an equitable and inclusive work environment for all. Moreover, we strive to integrate Indigenous ways of knowing into our College practices and offer flexible and adaptive work arrangements that meet the needs of both the College and all its employees.



MÁKWA - Bear
 Bear is known for his strength on the land. A medicine holder, known for physicality and teaching courage.

We recognize the importance of building a culture that is grounded in equity, diversity and inclusion principles.





Algonquin College Ottawa Campus Inclusion mural

DIVERSITY MURALS

Algonquin College's Inclusion & Diversity Circle completed an exciting project to add street art style murals to each Algonquin College campus in an attempt to tackle visual representation as a barrier to belonging in the College community. The art is rooted in social equity and facilitates the creation of a more welcoming place for people from all cultures and races. It also weaves in Indigenous storytelling through the inclusion of animals and a Wampum belt.

Three highly regarded professional artists were involved in this project — Jimmy Baptiste, Allan André and Kalkidan Assefa. The artists created one mural on each campus, creating a compelling visual representation of the College community's vision for inclusion, diversity and belonging. At each campus, community painting days were held, allowing novice painters to contribute to the mural by painting small sections of the artwork.

The murals have now been completed at the three campuses and are all connected. Where one mural ends, the next one begins, sharing a common message inspired by the Algonquin College community. The new cross-campus murals, entitled *Stronger Together*, represent the rich diversity of the AC community and its commitment to diversity, equity and inclusion on the path forward.



Where one mural ends, the next one begins, sharing a common message inspired by the Algonquin College community.

FLEXIBLE WORK ARRANGEMENT POLICY AND IMPLEMENTATION

In August 2022, Algonquin College initiated a flexible work arrangement that gives employees an added level of flexibility in their day-to-day work, providing a focus on employee engagement and experience. The program — which is defined by a commitment to learner, employer and employee success — is intended to provide employees the freedom to complete work at locations outside of the College's campuses.

Various positions have been chosen by People Leaders to be eligible for this initiative, with hybrid, remote (local) and remote (non-local) as possible arrangements. The position-based analysis saw the review of job fact sheets and position description forms to ensure that key performance indicators continue to be met within a hybrid or remote work environment.

EMPLOYMENT EQUITY CENSUS DATA: BUILDING CAPACITY TO COLLECT AND DERIVE MEANING

This past year, Algonquin College met the required conditions to participate in the Federal Contractors Program (FCP). The FCP "requires that organizations who do business with the Government of Canada implement employment equity in their workplaces." This includes ensuring their workforce is representative of Canada's labour force with respect to the members of the following four designated

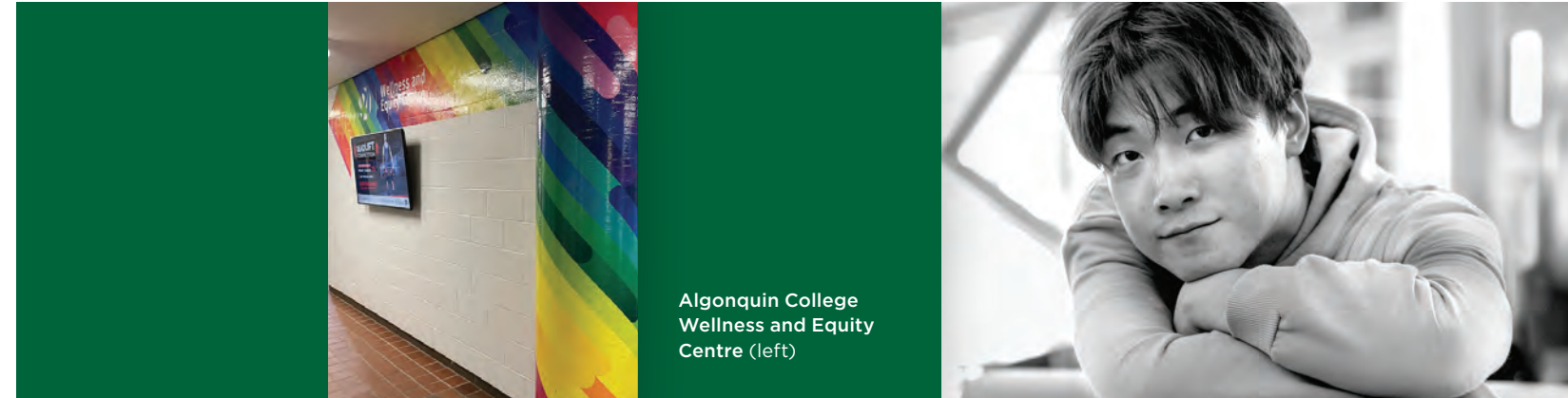
groups under the Employment Equity Act: women, Indigenous Peoples, persons with disabilities and visible minorities.

To achieve compliance with the FCP and as part of our efforts to build an inclusive community, Algonquin College prioritized the development of a system to deploy an equity census survey, providing insight into the barriers experienced by equity-deserving employees. The communications and support efforts of the Inclusion, Diversity, Equity and Accessibility (IDEA) team were successful in building employee trust, with over 80 per cent of the College's full-time and permanent part-time employees responding to the self-identification survey.

As a result of this campaign, Algonquin College is now better positioned to address and deepen our understanding of barriers experienced by marginalized groups of employees. This data and insights from the survey will be critical in delivering on goal three within our 2022-25 Strategic Plan, seeking to create an equitable, diverse and inclusive work environment.

With this capability now launched and actively ongoing, we will move next to the integration of these findings into the 2023-2026 Inclusion & Diversity Blueprint — the College's vision and strategy for creating a culture of inclusion. We can now more effectively measure progress toward improving diverse representation so that our workforce is representative of our communities.

This IDEA Blueprint is only the design – it will take the actions and commitment of all of us to succeed with the building effort.



LAUNCH OF THE 2023-2026 BLUEPRINT FOR INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY

During 2022-23 the College engaged in a process that centred the voices of the employee community to build a plan that articulates our vision for an increasingly inclusive work environment. Our 2023-26 Blueprint for Inclusion, Diversity, Equity & Accessibility (IDEA) was produced after conversations with the College’s senior leaders who articulated the key linkages between IDEA and the College’s overall success. Priorities for investment were further defined through research on best practices, an assessment of our practices compared to well-accepted benchmarks and fact-finding interviews with other Colleges recognized for their achievements. Blueprint tactics were inspired by the experiences and voices of employees. With over 500 ideas offered and 10,000 engagements, these employee insights were captured through a five-week online community dialogue, consultation with unions and the advice of the Inclusion & Diversity Circle.

Before this plan was endorsed by the College’s Inclusion and Diversity Circle, our efforts to build the strategy started with a thorough analysis of input from employees, leadership and unions, as well as the consultation of subject matter experts and the execution of industry and sector best practices such as Global Diversity Equity and Inclusion Benchmarks. Once we completed an honest and thorough assessment of our current culture, agreeing on what changes we have seen over time and what culture we intend to foster forward, our draft came together and was circulated amongst stakeholders for further refinement.

Our 2023-26 IDEA Blueprint will focus on:

1. Capacity building to enhance the ability of our leadership and workforce to thrive in an inclusive, diverse, equitable and accessible work environment.
2. Robust conversations where we will drive change by engaging our workforce in constructive dialogue about inclusion, diversity, equity and accessibility.
3. Workforce recruitment will enhance the College’s ability to attract and recruit diverse talent.

From 2023 until 2026, with this Blueprint as our guide, we will use the building blocks of inclusion, diversity, equity and accessibility to construct an Algonquin College welcoming for people of all backgrounds and characteristics.

By 2026, we aspire to see an Algonquin College where:

- Our workforce reflects the world around us. If there are still gaps, we are working diligently to close them.
- Our people are proud and confident in their individual identities and trusting enough to identify themselves.
- Any of our employees who see hurtful interactions in our work environment, as well as those who experience them, have the comfort and skills to take action and be an influence for positive change.
- Our people management processes are rapidly becoming best in class.
- Our work climate reflects our thirst for knowledge and skill-building. An active IDEA program of events, resources and networks prompts us to challenge ourselves and learn together in safe spaces.

This Blueprint is only the design — it will take the actions and commitment of all of us to succeed with the building effort.

APPENDICES



MÒNZ - Moose
 He is the leader of forest. Important for food and utility resources, the Algonquin language refers to him as he who stands tall on the land.

FINANCIAL REPORT

Year Ended March 31, 2023

The audited Consolidated Financial Statements are part of the public record and are made available on the College website.

algonquincollege.com/reports

REVENUE

Grants and reimbursements	\$	116,085
Student tuition fees		160,297
Contract educational services		49,181
Campus Services		28,419
Other		28,109
Amortization of deferred capital contributions		7,440
TOTAL REVENUES	\$	389,531

EXPENSES

Salaries and benefits	\$	228,027
Building maintenance and utilities		18,723
Instructional supplies and equipment		7,023
Bursaries and other student aid		7,670
Interest		612
Amortization of long-term prepaid - Students' Association		174
Amortization and write-down of capital assets		15,858
Campus Services		21,364
Other		78,006
SUBTOTAL	\$	377,457
Changes in vacation, sick leave, and post-employment benefits liabilities		730
TOTAL EXPENSES	\$	378,187
(Deficiency)/Excess of revenue over expenses		11,344

(Figures presented in '000s)

BOARD MEMBERS AND SENIOR MANAGEMENT

Across Ontario, nominees are put forward to the Ministry of Colleges and Universities based on a skills matrix and assesment

As of October 2010, in accordance with amendments to Ontario Regulation 34/03, one-third of the College's external members of the Board of Governors are to be appointed by the Lieutenant Governor in Council (LGIC) and two-thirds by the College board. Colleges forward requests to the Colleges Unit of the Ministry of Colleges and Universities (MCU) with three nominees for each vacant position to be filled as an appointee. Across Ontario, nominees are put forward to MCU based on a skills matrix and an assessment that includes qualifying interviews (which evaluate skills and willingness to serve, and review role expectations and responsibilities). Members of the public interested in serving on a college board may submit their names directly to the Public Appointment Secretariat or by contacting Ontario colleges directly for their consideration.

BOARD OF GOVERNORS – SEP. 1, 2022 TO AUG. 31, 2023

Name	Board Positions	First Elected	Maximum Term of Service
Chair			
Beck, Gail Maureen	Board Chair, Member, Audit & Risk Management (ARM), Academic & Student Affairs Committee (ASAC) & Governance	Sep. 1, 2017	Aug. 31, 2023
Vice Chair			
McCracken, James	Board Vice Chair Member, ARM	Sep. 1, 2019	Aug. 31, 2025
President			
Brulé, Claude	President/Member, All Committees	Aug. 12, 2019	
Committee Chairs			
Barkhouse, Steve	Chair, Governance	Sep. 1, 2017	Aug. 31, 2023
Wilson, Rodney	Chair, (ASAC) Member, ARM	Oct. 22, 2020	Aug. 31, 2023
Zouari, Ikram	Chair, ARM Committee	Sep. 1, 2019	Aug. 31, 2025

BOARD OF GOVERNORS – SEP. 1, 2022 TO AUG. 31, 2023 (CONT'D)

Name	Board Positions	First Elected	Maximum Term of Service
Committee Vice Chairs			
McKelvie, Cyril	Vice Chair, ASAC Member, ARM	Sep. 1, 2017	Aug. 31, 2023
Tudor, Stephen	Vice Chair, ARM Vice Chair, Governance	Sep. 1, 2019	Aug. 31, 2024
External Governors			
Berard, Gabrielle	Member, ASAC	Sep. 1, 2021	Aug. 31, 2024
Darwin, Jeff	Member, ARM	Sep. 1, 2018	Aug. 31, 2024
Denis, Shaun	Member, ARM & ASAC	Sep. 1, 2022	Aug. 31, 2025
Lawrence, Audrey-Claire	Member, ASAC, Governance	Sep. 1, 2017	Aug. 31, 2023
Pollard, Anthony	Member, Governance	Sep. 1, 2022	Aug. 31, 2025
Internal Governors			
Hoareau-Sayah, Valerie	Support Staff Representative/ Member, Governance	Sep. 1, 2017	Aug. 31, 2023
Jarrell, Laura	Academic Staff Representative/ Member, Governance	May 9, 2022	Aug. 31, 2023
Shields, Cyan	Student Representative, Member, ASAC & Governance	Sep. 1, 2021	Aug. 31, 2023
Wakelin, Rebecca	Academic Staff Representative/ Member, ASAC	Sep. 1, 2021	Aug. 31, 2024

EXECUTIVE TEAM – 2022-2023

Name	Titles/Department
Brulé, Claude	President and Chief Executive Officer
Janzen, Christopher	Senior Vice President, Academic
McCutcheon, Diane	Vice President, Human Resources
McNair, Duane	Vice President, Finance and Administration
Savenkoff, Mark	Vice President, Advancement
Stanbra, Laura	Vice President, Student Services
Vacant	Vice President, Truth, Reconciliation and Indigenization
McDougall, Tracy	Director, President's Office and Communications

BOARD MEMBERS AND SENIOR MANAGEMENT

LEADERSHIP TEAM - 2022-2023

Name	Titles/Department
President	
Brulé, Claude	President and Chief Executive Officer
Senior Vice President	
Janzen, Christopher	Academic
Vice Presidents	
McCutcheon, Diane	Human Resources
McNair, Duane	Finance and Administration
Savenkoff, Mark	Advancement and Strategy
Stanbra, Laura	Student Services
Vacant	Truth, Reconciliation and Indigenization
Chief Officers	
Do, Yen	Digital Officer (Acting)
Perry, Grant	Financial Officer
Registrar	
Pearson, Krista	
Associate Vice Presidents	
Dawson, Kristine	Experiential Learning and Innovation
Devey, Patrick	Global, Online and Corporate Training
Executive Directors	
Leduc, Mark	Academic Operations and Planning
Southwood, Ryan	Facilities Management

LEADERSHIP TEAM - 2022-2023 (CONT'D)

Name	Titles/Department
Directors	
Brownlee, Brent	Campus Services
Bridgstock, Ben	Student Support Services
Gonsalves, Scott	Strategy and Planning
Grammatikakis, Mary	Experiential Learning and Entrepreneurship
Langevin, Erin	Employee and Labour Relations
Lavolette, Michael	Risk Management
Lewer, Ian	Philanthropy
McDonell, Alanna	Marketing
McDougall, Tracy	President's Office and Communications
Mulvey, Ernest	International Education Centre
Pollock, Lois	R3 Project
Safi, Pouya	Business Development
Soltis, David	People and Culture
Woods, Emily	Financial Planning
Vacant	Applied Research, Innovation & Entrepreneurship
Vacant	Indigenous Initiatives
Deans	
Beauchamp, Julie	School of Business and Hospitality & Tourism
Cusson, Maggie	Academic Development
Hahn, Chris	Algonquin Centre for Construction Excellence, Algonquin College Heritage Institute (Perth)
Hall, Sarah	Algonquin College in the Ottawa Valley (Pembroke)
Karimi, Farbod	AC Online (Acting)
Marois, Eric	School of Advanced Technology
Ryall, Heather	Faculty of Arts, Media & Design
Trakalo, Jane	Faculty of Health, Public Safety and Community Studies

BOARD MEMBERS AND SENIOR MANAGEMENT

CHAIRS COUNCIL MEMBERSHIP - 2022-2023

Name	Titles/Department	School/Faculty
Janzen, Christopher	Senior Vice President, Academic	SVPAO
Makila, Nancy	Senior Executive Assistant to the Senior Vice President, Academic	SVPAO
Members		
Anderson, Alana	Chair, General Arts and Science and Academic Access Centre	Faculty of Arts, Media & Design
Barr, Shaun	Chair, Construction Trades and Building Systems	Algonquin Centre of Construction Excellence
Benbow, Paula	Chair, Health Foundations	Faculty of Health, Public Safety, and Community Studies
Brancatelli, Sandra	Chair, Information and Communications Technology	School of Advanced Technology
Dallas, John	Chair, ICT – Security Systems & Networking	School of Advanced Technology
Deveau, David	Chair, Language Institute	Faculty of Arts, Media & Design
Fraser, Sherryl	Chair, Design Studies	Faculty of Arts, Media & Design
Germain, Dominique	Chair, Police and Public Safety Institute	Faculty of Health, Public Safety, and Community Studies
Gormley, Bobbie	Chair, Business, Technology, and Outdoor Training	Pembroke Campus
Hanachi, Houman	Chair, Mechanical & Transportation Technology	School of Advanced Technology
Haskins, Cory	Chair, Culinary Arts	School of Hospitality & Tourism
Hodds, Lorraine	Chair, Electrical, Building Science & Horticulture	Algonquin Centre of Construction Excellence
Hust, Carmen	Chair, Nursing	Faculty of Health, Public Safety, and Community Studies
Jaffray, Jodi	Chair, Community Studies	Faculty of Health, Public Safety, and Community Studies
McCormick, Sandra	Chair, Wellness, Research and Innovation	Faculty of Health, Public Safety, and Community Studies
Pihlainen, Dan	Chair, Media Studies	Faculty of Arts, Media & Design
Rintoul, Angela	Chair, Health and Community Studies	Pembroke Campus
Root, Katherine	Chair, Business Administration	School of Business

CHAIRS COUNCIL MEMBERSHIP - 2022-2023 (CONT'D)

Name	Titles/Department	School/Faculty
Sadler, Tanya	Chair (Acting), Financial Accounting & Legal Studies	School of Business
Selvey, Amandah	Chair, Architecture, Civil and Construction	Algonquin Centre of Construction Excellence
Shane, Adam	Chair, Applied Science & Environmental Technology	School of Advanced Technology
Stitt-Cavanagh, Erin	Chair, Allied Health	Faculty of Health, Public Safety, and Community Studies
Surman, Kerry	Chair, Marketing & Management Studies Chair (Acting), Operations Management	School of Business
Tarnowski, Michael	Chair, Hospitality and Tourism	School of Hospitality & Tourism
Observers		
Brown, Jessica	Chair (Acting), Learning & Teaching Services	Learning & Teaching Services
DeVries, Jessica	Chair, Academic Development, Learning & Teaching Services	Learning & Teaching Services
Draper, Lauren	Associate Chair, Faculty of Health, Public Safety, and Community Studies	Faculty of Health, Public Safety, and Community Studies
Ens, Helen	Manager, Talent Acquisition and Workforce Planning	
Fortey, Julia	Associate Chair, Algonquin Centre of Construction Excellence	Algonquin Centre of Construction Excellence
Gamble, Natalie	Academic Manager, AC Online	AC Online
Hinds, Lindsay	Academic Manager, AC Online	AC Online
Huckle, Julia	Chair (Acting), Academic Integrity	Academic Operations & Planning
Larwill, Sandra	Chair (Acting), Academic Integrity	Academic Operations & Planning
Lexmond, Jennifer	Associate Chair, School of Advanced Technology	School of Advanced Technology
Norris, Tracy	Associate Chair, Faculty of Arts, Media & Design	Faculty of Arts, Media & Design
Symonds, Colin	Employee & Labour Relations Specialist, People & Culture	People & Culture
Vacant	Manager, Talent & HR Programs	People & Culture

ADVERTISING AND MARKETING COMPLAINTS RECEIVED

Good Standing

For the period April 1, 2022, to March 31, 2023, as specified in the Minister’s Binding Policy Directive on the Framework for Programs of Instruction, which sets out college program advertising and marketing guidelines, Algonquin College has received no complaints from its students regarding advertising and marketing of College programs.

Nature of Complaint	Date Received	How Resolved or Addressed	Date Resolution Communicated to Student	Working Days to Resolve
NIL	NIL	NIL	NIL	NIL

COMPLIANCE

The President’s Office and Communications department ensure the community is aware of events and announcements through media relations, internal communications and advocacy with government representatives. The departments promote corporate and employee events that are often open to employees, students, businesses and community stakeholders, including opening new buildings, keynote speakers, executive town halls, coffee breaks, breakfasts and barbecues. Students receive communications over email and announcements posted to the Algonquin College Student Information System or the Learning Management System. The department coordinates the production of corporate documents to meet provincial government guidelines, including the Ministry of Colleges and Universities, College of Applied Arts and Technology Policy Framework, Governance and Accountability Operating Procedure for the Annual Report.

The College Marketing and Student Recruitment department actively builds the Algonquin College brand. The department generates and qualifies leads with traditional print and outdoor advertising and the latest digital technologies. The Recruitment department keeps close ties with contacts across regional secondary schools and community groups, holding open houses, off-site presentations, on-campus visits, tours and actively outbound calling those expressing interest in Algonquin College.

In compliance with the Responsibilities of the Board (BGI-01, 2-5), the Algonquin College Board of Governors agrees that the College communications with students, business, community stakeholders and the Ontario provincial government have been ongoing and effective through 2022-23. The Board of Governors also agrees that the College has operated in accordance with legal and regulatory requirements through the 2022-23 fiscal year in compliance with the Responsibilities of the Board (BGI-01, 2-6).

COLLEGE ACADEMIC COUNCIL REPORT

Providing a means for College students and staff to offer advice to the College President

The Ministry of Colleges and Universities requires the Algonquin College Board of Governors to establish an advisory College council, known as the College Academic Council. The College Academic Council provides a means for College students and staff to offer advice to the College President on matters they deem important to their constituents. The College Board of Governors ensures that the structure, composition, terms of reference and procedures for the council are established by law. The College Academic Council Report 2022-23 will constitute part of the public record, and as such, with governance approval, will be made available in full on the College website at algonquincollege.com/reports.

COLLEGE ACADEMIC COUNCIL MEMBERSHIP - 2022-2023

Titles/Department	Name	First Elected	Maximum Term of Service
Chair			
Culinary Arts	Bosch, Kim	Sep. 2022	Aug. 2023
Academic Staff			
School of Media and Design	Asselin, Brian	Sep. 2022	Aug. 2024
Counsellors	Bailey, Heather	Sep. 2022	Aug. 2024
School of Hospitality and Tourism	Brennan, Marc	Jan. 2023	Aug. 2025
Algonquin College in the Ottawa Valley (Pembroke)	Clarke, Barbara	Sep. 2021	Aug. 2023
School of Hospitality and Tourism	Brennan, Marc	Jan. 2023	Aug. 2025
Academic Upgrading	Farquhar, Melanie	Sep. 2022	Aug. 2024
School of Business	Halls, James	Dec. 2019	Aug. 2023
Algonquin Centre for Construction Excellence	Hill, Kenneth	Sep. 2022	Aug. 2024
School of Health and Community Studies	Liberty, Jennifer	Sep. 2020	Aug. 2024
Librarians	Mahoney, Brenda	Jan. 2023	Aug. 2025
Language Institute	Mba, Chinedu	Sep. 2022	Aug. 2024

COLLEGE ACADEMIC COUNCIL MEMBERSHIP - 2022-2023 (CONT'D)

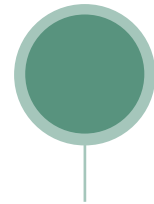
Titles/Department	Name	First Elected	Maximum Term of Service
Academic Staff			
Police and Public Safety Institute	Roots, Lisa	Sep. 2021	Aug. 2023
School of Advanced Technology	von Moos, Elisabeth	Sep. 2022	Aug. 2024
Counsellors	Wyman, Leslie	Sep. 2022	Aug. 2024
Perth Campus	Vacant		
Support Staff			
Vacant			
Students			
President, Algonquin Students' Association	Larente, Daniel	May 2022	April 2023
Vice President, Algonquin Students' Association	Vacant	May 2022	April 2023
Director, Algonquin Students' Association	Pooja	May 2022	April 2023
Learning and Teaching Services			
Academic Development	Brown, Jessica	Sep. 2022	Aug. 2024
Past Chair			
Applied Science & Environmental Technology	Lee, Martin	Sep. 2022	Aug. 2023
Dean			
Health, Safety & Community Studies	Trakalo, Jane	Sep. 2022	Aug. 2024
Academic Chair			
Business Administration Core & Service Courses	Root, Katherine	Sep. 2021	Aug. 2023
Executive Officio Members			
Senior Vice President, Academic	Janzen, Chris	N/A	N/A
Vice President, Student Services	Stanbra, Laura	N/A	N/A
Experiential Learning & Innovation/Co-op	Dawson, Kristine	N/A	N/A
AC Online	Hinds, Lindsay	N/A	N/A
Registrar	Pearson, Krista	N/A	N/A

Key Performance Indicator Performance Report

The provincial government requires all publicly-funded Ontario colleges to gather and report on Key Performance Indicators (KPI). Colleges use a common methodology to administer the surveys, gather the data and calculate the results. Colleges Ontario publishes the results publicly online for the Ministry of College and Universities. Colleges Ontario last released a KPI Performance Report in January 2023. The summary report reflects responses from graduates of the Class of 2020-21 and the employers who hired them. The data from each college should be considered on its own; college-to-college comparisons and rankings can produce misleading results because colleges vary in context and by characteristics including size, local employment conditions, program mix and graduate demographics.

Algonquin College KPI performance results are shown below and at <https://www.collegesontario.org/en/resources?category=kpi>.

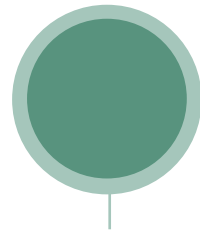




64.3%

Graduation Rate

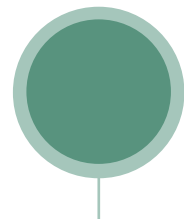
Among 2020-2021 graduates, identifying the percent graduated. The 2021-2022 KPI graduation rate is based on students who started one-year programs in 2019-20, two-year programs in 2017-2018, three-year programs in 2015-2016 and four-year programs in 2014-2015, and who had graduated by 2020-2021. The 2021-2022 KPI graduation rate is based on students who had been funded through the college funding framework, Second Career or the co-op apprenticeship diploma.



84.6%

Graduate Employment Rate

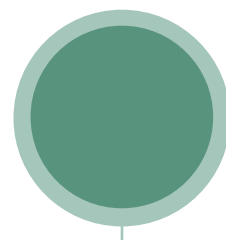
Survey of 2020-2021 graduates six months after graduation, identifying the percent employed. The percentage of Algonquin College graduates who are in the labour force, and who are working during a standard reference week, six months after 2020-21 graduation.



73.9%

Graduate Satisfaction

Survey of 2020-2021 graduates six months after graduation, and the percentage of respondents who indicated very satisfied or satisfied. The percentage overall of Algonquin College graduate satisfaction summarizing very satisfied and satisfied graduate responses to the question of the usefulness of their College education, six months after 2020-21 graduation.



100%

Employer Satisfaction

Survey of employers who have hired 2020-2021 graduates, and the percentage of respondents who indicated very satisfied or satisfied. The percentage overall of employers who hired 2020-21 graduates, very satisfied and satisfied responses to the question of their performance.



Strategic Mandate Agreement

Ontario's 45 publicly funded universities and colleges each have a Strategic Mandate Agreement with the province, highlighting their institutional priorities for 2020-2025. The agreements help promote student success and institutional excellence. Institutions outline their unique approach to help build a highly-skilled workforce in collaboration and openness with the province of Ontario and the greater community. The agreements focus on each institution's strengths to enhance the quality of learning experiences and their outcomes with planned enrolment growth and financial sustainability.

The SMA between the Ministry of Colleges and Universities and Algonquin College outlines how the College will build on current strengths to achieve our vision and help drive system-wide objectives and government priorities from April 1, 2020, to March 31, 2025. The Strategic Mandate Agreement outlines Algonquin College's aspirations and priorities for excellence and future areas for growth, including program strength, enrolment, financial sustainability measures and institutional collaborations and partnerships.

ALGONQUIN COLLEGE PRIORITY AREAS

SKILLS & JOB OUTCOMES

This priority area seeks to measure and evaluate the College's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning opportunities; graduation; and positive labour-market outcomes for graduates, through the following performance indicators:

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

ECONOMIC & COMMUNITY IMPACT

This priority area seeks to measure and evaluate the College's role in supporting Ontario's economy. Metrics measure funding from private sector sources; the positive economic impact on local economies brought by students at an institution; and the differentiated ways institutions demonstrate economic impact:

- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Revenue Attracted from Private Sector Sources
- Apprenticeship-related (Institution-specific)

When the only limit is your imagination,
your future is unlimited.

CLAUDE BRULÉ

President and CEO, Algonquin College



INFORMATION

Future Students

algonquincollege.com/future-students

Parents

algonquincollege.com/future-students/parents-guardians

Counsellors

algonquincollege.com/future-students/teachers-counsellors

CONTACT

Ottawa Campus

Algonquin College of Applied Arts and Technology

1385 Woodroffe Avenue
Ottawa, Ontario K2G 1V8

Local: 613.727.4723

Toll-free: 1-800-565-GRAD (4723)

TTY: 613.727.7766

Fax: 613.727.7754

In-Person Service: Student Central – C Building (lower level)

algonquincollege.com

Pembroke Campus

Algonquin College in the Ottawa Valley

1 College Way
Pembroke, Ontario K8A 0C8
613.735.4700

algonquincollege.com/pembroke

Perth Campus

Algonquin College Heritage Institute

7 Craig Street
Perth, Ontario K7H 1X7
613.267.2859

algonquincollege.com/perth

AC Online

1385 Woodroffe Avenue
Ottawa, Ontario K2G 1V8
613.727.4723 ext. 3330

algonquincollege.com/online

 [algonquincollege](https://www.facebook.com/algonquincollege)  [@algonquincolleg](https://twitter.com/algonquincolleg)  [algonquincollege](https://www.linkedin.com/company/algonquincollege)  [algonquinvideos](https://www.youtube.com/algonquinvideos)

algonquincollege.com

ALGONQUIN
COLLEGE

Annual Report

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Purpose and Application

Section 4 of the *Ontario Colleges of Applied Arts and Technology Act, 2002* (the OCAAT Act) authorizes the Minister of Training, Colleges and Universities to issue binding policy directives to colleges. Pursuant to that authority, the Minister has issued a Binding Policy Directive on Governance and Accountability. Section 8 of O. Reg. 34/03 made under the OCAAT Act requires each college to prepare an annual report, make it available to the public, and submit the report to the Minister. Part B of the Binding Policy Directive on Governance and Accountability requires the annual report to be prepared in accordance with the Annual Report Operating Procedure. This is that Operating Procedure and forms part of the Binding Policy Directive.

The annual report charts the college's achievement of the operational outcomes established in the business plan for the year and includes the audited financial statements. An annual report may traditionally serve a variety of purposes including those related to accountability, marketing, and promotion. A key purpose of a college annual report is accountability to the public and to the government, with particular reference to how a college is meeting its Multi-Year Accountability commitments (see Appendix B for details). Additionally, the information provided in the colleges' annual reports is used by the Ministry of Training, Colleges and Universities to advise and inform government planning and policy-making.

Further, colleges may improve their efficiency and effectiveness by comparing their results with those of other colleges with similar characteristics. Annual reports that establish consistent data reported in a consistent format will allow for such comparisons.

This operating procedure, which applies to all colleges, sets out the minimum requirements for college annual reports.

Due Dates

June 15: The College's audited financial statement is due to the Colleges Finance Unit June 15 of each year (see the operating procedure on audited financial statements).

July 31: Each college is to submit an annual report including a copy of the audited financial statement and the required appendices.

Supplementary Information:

June 30: The college's business plan is due June 30 of each year (refer to operating procedure on business plans for details.)

Content

The annual report is to include, at a minimum, the following information:

- A detailed report on the extent to which the college achieved the outcomes for the year, as set out in the college's strategic plan and the business plan of the previous year. Colleges will follow the content guidelines in Appendix A.
- If any of those outcomes were not achieved, the college is to identify the reasons and outline the steps that the college plans to take to achieve or redefine the outcomes. It may also be appropriate to reference significant changes that have occurred in the college's environment that required in-year changes.
- A copy of the audited financial statements for the college, its subsidiary corporations, and foundation (as applicable) for the year accompanied by the auditor's report (see the operating procedure on audited financial statements for detailed instructions regarding the preparation of these statements).
- An analysis of the college's financial performance.
- A report-back on the commitments in the college's Multi-Year Accountability Agreement using the template and guidelines provided by the Ministry in each reporting year. As part of this review process, colleges will complete the report-back as an addendum to the annual report, describing the college's results in each of the indicated areas. (See Appendix B for details.)
- **As required in the Framework for Programs of Instruction Binding Policy Directive, a summary of complaints regarding advertising and marketing of college programs, in accordance with the requirements set out in Appendix C.**

Format

Format of the annual report is outlined in Appendix A of this Operating Procedure.

Physical Format:

- 8 ½" x 11"
- Portrait page set-up (no brochures, no fold-outs)
- To be posted on college website in one pdf file (not separate chapters.)

Submission of the Annual Report

Once approved by the board of governors, the college's annual report is to be e-mailed to the Director of the Postsecondary Accountability Branch, Ministry of Training, Colleges and Universities at colleges.branch@ontario.ca by July 31 of each year. This email is to include the location of the annual report on the college's web site.

Complete copies (with audited financial statements and appendices) of the annual report are also to be provided to the Higher Education Quality Council of Ontario.

For further information regarding this operating procedure consult with the ministry contact listed in the Contacts section on the web site.

Publication of the Annual Report

Pursuant to O. Reg. 34/03 each college must ensure that the annual report is available to the public. At a minimum, colleges shall post the report on their college web site **and on request provide individuals** who do not have Internet access with a copy of the report at no cost.

Summary of Responsibilities

Colleges of Applied Arts and Technology

The board of governors is responsible for:

- Ensuring that the annual report fulfills the requirements of the **Minister's Binding Policy Directive on Governance and Accountability, which includes fulfilling the requirements of** this operating procedure
- Approving the annual report, including financial statements, and reports required by Appendices B and C.
- Ensuring that the annual report is submitted to the Minister as directed by this operating procedure by July 31 of each year.
- Ensuring that the annual report is made available to the public.

Ministry of Training, Colleges and Universities

The Ministry is responsible for:

- Reporting information to the government on the colleges' achievements as they relate to government objectives.
- Using annual reports to advise and inform government planning and policy-making.
- Working with colleges, either individually or collectively, to facilitate corrective action where provincial priorities or expected outcomes are not being achieved.

Appendix A: College Annual Reports – Table of Contents and Guidelines*

Message from Board Chair	[general comments, changing developments / environment]
Message from President	[theme of this year's annual report; detailed comments, perhaps to include enrolment trends, KPI highlights, MYAA update, partnerships, community initiatives, international activities, fundraising, financial strengths / challenges, other highlights]
Vision, Mission and / or Commitment Statements	[reference to strategic plan here. Why is the college doing what it is doing]
Report on Previous Years Goals	[discussion of previous performance targets achieved / not achieved; actions to be taken; explicit references to previous business plan and strategic plan]
Analysis of College's Operational Performance	[define other major college achievements; what has changed as a result of the college's activities over the last year:

Analysis of College's Financial Performance

[High level summary of financials: sources of revenues / expenditures; multi-year trends; graphics as appropriate; details will be in appendix B]

Subsidiaries and Foundations

[list each subsidiary or foundation; describe activities; provide consolidated financial statements; indicate availability of subsidiary annual report]

ATTACHMENTS TO ANNUAL REPORT

Attachment 1: Multi-Year Accountability Agreement Report Back

Attachment 2: Audited Financial Statements

Attachment 3: KPI Performance Report

Attachment 4: Summary of Advertising and Marketing Complaints Received

Attachment 5: List of Governors [include when first appointed and when current term expires; indicate internal governors and their affiliation]

(*Note: Material in square brackets is suggestive only; colleges may vary depending on their particular needs and circumstances.)

Appendix B: Multi-Year Accountability Agreement Report Back

2008-09 MYAA Report Back

As outlined in original Multi-Year Accountability Agreement for Colleges 2006-07 to 2008-09 agreement, the MYAAs are to be reviewed annually to ensure that colleges remain focused on our shared goals for postsecondary education in Ontario. As in the case of the 2007-08 allocation, the release of each college's 2008-09 allocation will be conditional on the college confirming, through Appendix B: Multi-Year Agreement Action Plan for colleges, that the Ministry has indicated that the college is on track for meeting its stated commitments, or that the college has been given approval on an improvement plan by the Ministry.

For 2008-09, colleges are asked to complete the 2008-09 MYAA Report Back Template provided to each college. The Report Back provides colleges with an opportunity to outline institutional progress in meeting the commitments outlined in your Multi-Year Action Plan for this reporting year and to confirm your full participation in the Student Access Guarantee (SAG). The ministry will also provide each institution with a copy of its 2008-09 Tuition/Book Shortfall Aid table to assist them in completing this section of the Report Back template. MYAA Report Back template is due to the Ministry July 31, 2009.

MYAA Transition Year 2009-10

MTCU is extending the current MYAA for one year in 2009-10. This action re-affirms the commitments made under the Reaching Higher Plan. 2009-10 will be a transition year as we move from the commitments made under the Reaching Higher Plan into a re-aligned accountability framework that reflects priorities for postsecondary education in 2010 and beyond.

The expectation for the transition year is that institutions will maintain their commitments for access, quality and accountability as outlined in the original agreement. This includes reporting enrolment through the established protocol, providing information to assist HEQCO with its research on access and quality, and compliance with the Tuition Fee Framework and the Student Access Guarantee.

MTCU is not requiring colleges to set additional targets in 2009-10. The 2009-10 Report-Back Template provides space for colleges to identify how institution-specific access and quality improvement strategies for 2006-07 to 2008-09 will be extended, consolidated and/or best practices applied in 2009-10. Colleges are also asked to outline how each institution will continue to monitor the impact of these access and quality improvements over the transition year.

A summary of each institutions consolidated access and quality improvement strategies developed from the previous Report-Back years is appended to the 2009-10 Report Back Template that was forwarded to each college. The expectation is that by strategically aligning

activities and focusing on the evaluation of outcomes your 2009-10 year will provide the basis for your institution to develop a new Multi-Year Action Plan with corresponding targets in 2010.

For further information regarding the MYAA report-back process and reporting guidelines, consult with the ministry contact listed in the Contacts section on the web site.

Report-Back Template and Guidelines

See web link for details.

Appendix C: Summary of Advertising and Marketing Complaints Received

Appendix D to the Minister's Binding Policy Directive on the Framework for Programs of Instruction sets out college program advertising and marketing guidelines. These include preparing an annual complaint summary to be included in the college's Annual Report.

The summary shall be prepared in accordance with this Appendix.

1. For the purposes of compiling the summary, a complaint:
 - a. is any written (signed and dated) or emailed communication from a student regarding the advertising or marketing of a college program in which they are enrolled and addressed to the designated college official; and,
 - b. must be received no later than six months from when the student leaves the program in question.

2. The annual summary which shall cover the same period as the annual report shall summarize the complaints received, reviewed and responded to within that period.

3. If no complaints are received the College shall file a nil report.

4. The summary shall be prepared using the following format:

Nature of Complaint	Date Received	How Resolved/addressed	Date Resolution Communicated to Student	# of working days to Resolve

Total number of complaints:

Average number of working days to resolution:

O:\POSTSECONDARY ACCOUNTABILITY BRANCH\Colleges
Unit\Initiatives\Achieving Operational Excellence\Phase Two\Drafts of Revised MBPD &
OperPros\Annual Report\05a - Draft Annual Report Eng Jan 8 2010 format changes.doc

Report title:	Academic Plan
Report to:	Board of Governors
Date:	June 5, 2023
Presenter:	Christopher Janzen, Senior Vice President, Academic Kristine Dawson, Associate Vice President, Experiential Learning and Innovation

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this transmittal is to present the new Academic Plan to the Board of Governors. The Academic Plan is part of a continuing commitment to academic excellence in alignment with the focus and principles of the recently developed Strategic Plan and Learner-driven Plan. Informed by both the College's Strategic Plan and the Strategic Mandate Agreement, the Academic Plan serves three main purposes:

1. To identify the academic goals and objectives that will support the attainment of the priorities outlined in the Strategic Plan;
2. To provide a framework on which to plan the activities of the individual schools and departments; and
3. To set a vision for future planning and activities to ensure ongoing relevance and financial sustainability.

3. BACKGROUND:

During the spring of 2022 generative discussion, the Board of Governors gave guidance on the development of the Algonquin College Academic Plan. At that time, it was understood that the College's success will hinge on its ability to anticipate and plan for those future needs to ensure that it remains competitive, financially sustainable, and relevant in the eyes of the communities it serves.

Building off the past successes, Algonquin College looked to think disruptively with a view to innovation to ensure future direction meets the needs of the changing education landscape and the evolving needs of learners and employers. Algonquin College's Academic Plan is intended to serve as a roadmap for the academic area for the next six years.

There is significant potential impact on students as a direct result of the implementation of the academic plan. This plan will set the framework for academic programming, delivery modalities, personalized learning paths and curricula that provide relevant, agile skills and knowledge that will transfer to employment. In addition, a robust academic plan will be a strong recruitment tool for potential learners.

With increased competition, changing demographics, and limited government funding, Algonquin College will need a robust and adaptable academic plan to establish a long-term vision for its core activities. This will have a significant impact on the continued financial sustainability of not only the College, but also of its clients, its employees, its employer base, and the communities we serve.

The academic plan will not only further enable the College to achieve its mission to "Transform Hopes and Dreams into Lifelong Success," but it will also lay the foundational framework for futureproofing core operations in an era of significant anticipated disruption for higher education institutions.

4. DISCUSSION:

The Academic Plan planning process took place over a ten-month period and provided the opportunity for a wide variety of voices to be heard and engaged. This process included the review of existing documents and material that aided in understanding the current post-secondary education landscape, over 50 engagement sessions that supported the development of topics for inclusion in the plan, and a series of surveys that helped validate and prioritize the emerging themes.

With a stated purpose "to provide a future-focused polytechnic education that embraces and values the diversity of both our learners and our academic teams and fosters a flexible learning environment that will meet their needs and those of an evolving Canadian economy," three priority areas encompassing several key objectives were identified. Over this 6-year plan, various initiatives will be launched to meet these objectives. Success indicators will be driven by currently identified measures of success in the College's strategic plan, business plan and the key performance indicators (KPIs) outlined in the Strategic Mandate Agreement (SMA3) with the Ministry of Colleges and Universities. Leading metrics will be developed for individual actions and initiatives that will bring the College towards the lagging metrics already measured in existing processes.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

Commitment to Learners: Algonquin College commits to ensuring that each learner:

- Is taught through a curriculum that is current and relevant to the evolving world of work.
- Learns from engaging and enthusiastic teachers who share their professional expertise and are supported in delivering exceptional educational experiences.
- Engages with experts in their chosen field through industry-based learning experiences.
- Is supported in achieving their educational goals in a way that reflects their unique needs.
- Feels they belong to an inclusive and vibrant College community and that their voices are heard.
- Acknowledges and embraces the importance of First Nations, Métis and Inuit knowledge and its place in our shared history.
- Sees the College as a partner in their professional success throughout their entire career pathway.

7. FINANCIAL IMPACT:

Any financial investment in activities or initiatives will be approved through existing College processes.

8. HUMAN RESOURCES IMPACT:

The Academic Plan through its priorities, objectives and actions, weaves a theme of support for both learners and employees alike. However, any direct impact on staffing initiatives will be approved through existing College processes.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There is no direct impact on government, regulatory or legal affairs from the Academic Plan.

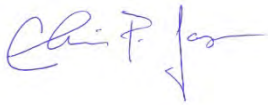
10. COMMUNICATIONS:

A fulsome communications plan is being developed to both announce and celebrate the launch of the Academic Plan including events, webinars, and digital communication which will occur over the next several months.

11. CONCLUSION:

A robust engagement and planning process has produced a new 6-year Academic Plan for Algonquin College to help it achieve its mission of transforming hopes and dreams into lifelong success.

Respectfully submitted:



Chris Janzen
Senior Vice President, Academic

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Algonquin College Academic Plan



Changing Lives

ACADEMIC PLAN
2023-2029

Future-focused
polytechnic education

Land Acknowledgement

Algonquin College campuses (Ottawa, Pembroke, and Perth) are located on the traditional unceded, unsundered territory of the Anishinaabe Algonquin People. The Algonquin People have inhabited and cared for these lands long before today. We take this time to show our gratitude and respect to them, and to the land for all that it provides us: trees to give shade, water, and food to sustain us, and paths to connect us. As a post-secondary institution, we embrace the responsibility to help ensure that the next generations of land stewards are respectful and grateful for the bounty of this land on which we all live, work, play, and study.

We commit to continue to explore and make meaningful contributions to the Calls to Action that result from the Truth and Reconciliation Commission of Canada (TRC).



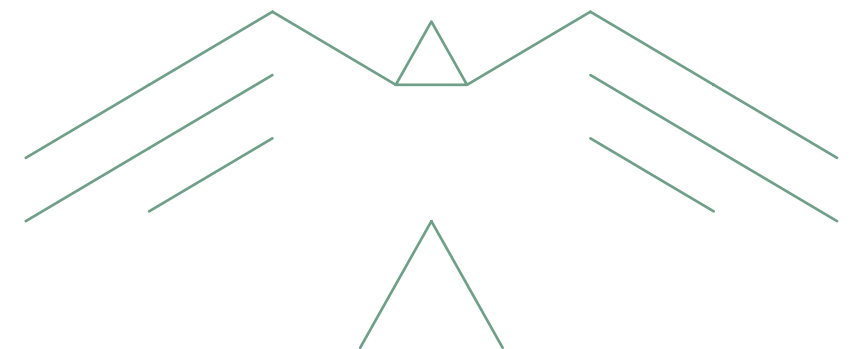
SUCCEED hands-on INDUSTRY BREADTH APPLIED connected
 industry-focused **OFFERING**
EVOLVING experience
CAREER learners
 research **DEGREES**
skills aligned technology
DEVELOPMENT learning SPECTRUM
 PROGRAMMING **workforce** PRACTICAL education LABOUR
 EXPERIENTIAL **credentials** apprenticeship

Purpose

“To provide a future-focused polytechnic education that embraces and values the diversity of both our learners and our academic teams and fosters a flexible learning environment that will meet their needs and those of an evolving Canadian economy.”

As part of the College’s mandate to offer career-oriented, postsecondary education and training, Algonquin College is uniquely positioned as a polytechnic institution to support the needs and interests of learners and employers locally, regionally, nationally, and internationally. The College offers the personalized, learner-driven engagement necessary to promote a culture of continuous learning and career development. Anticipating the changing nature of labour market needs, Algonquin College’s people have the expertise and determination to design and deliver programs, experiential learning, applied research and academic services through a skills-based and career-outcomes approach.

This plan provides the inspiration and guidance needed for those delivering on this promise, so that they can contribute to the College’s Mission: “To transform hopes and dreams into lifelong success.”



MESSAGE FROM THE SVPA

I AM



CHRIS JANZEN
Senior Vice President,
Academic

The future of post-secondary education is seemingly ever-changing and filled with uncertainty. This plan is intended to allow me to sleep at night. I worry that the rapid change to the nature of work in a world where technology, automation and Artificial Intelligence are advancing to a point where jobs that have been around for many decades are dramatically changing. If Algonquin College is to continue to meet its mission, we must keep pace with these changes. In addition, the post-secondary educational landscape is significantly changing, and competition is being faced from a wider range of directions. These realities are combined with the responsibility to provide environments that are inclusive and create a sense of belonging for all our people (learners, employees, community partners.... everyone!)

This plan provides a framework, a guide if you will, that will ensure that Algonquin College meets all these challenges and continues to serve our learners by providing them a future-focused polytechnic education that provides employers in our communities with the employees that have the skillsets and competencies they will need.

The value of a polytechnic approach is the close partnerships nurtured with our industry and community partners. Partners that work seamlessly with our academic teams and our learners on a variety of levels. These relationships will ensure we keep pace with the needs of employers and are key partners to learners and employers alike.

Our success is realized through the collective efforts of the entire Algonquin College community! Every individual from each area of the College has a role to play in achieving the outcomes of this Plan. While primarily intended to guide our academic area, this plan provides context for the entire community and highlights opportunities for collaboration and synergy in pursuit of this academic vision.

Our academic teams have a central role. These teams include our full and part-time faculty members, who develop and deliver innovative programming; our support staff, who reinforce the learning experience and provide a supportive academic environment; and our administrators, who help guide the process and remove barriers to success. This plan recognizes that to be learner-driven, our academic teams must be actively supported in their professional growth.

This plan does not duplicate the work of the Strategic Enrolment Steering Committee. It does not identify individual programs for development. It is not an annual business plan or operational plan. It is a strategic plan that provides focus and priority to the educational mission of the College. It provides a foundation for decisions regarding the allocation of precious and scarce resources. This Academic Plan complements our College Strategic Plan by more specifically articulating how we achieve its goals, desired outcomes, and measures of success through the delivery of education and training. I have become fond of the analogy of the Strategic Plan as the brain of our organization with the Academic Plan as the beating heart.

Throughout the development of this Academic Plan, we have involved diverse voices and perspectives of those critical to the success of our learners. We have approached these engagements with and the tenets of First Nation, Métis, and Inuit ways of knowing, while acknowledging our responsibilities under the **Truth and Reconciliation Commission of Canada: Calls to Action**.

The plan is established to guide decisions and to nurture an innovative learning culture that embraces imaginative ideas and empowers our academic teams to act in pursuit of our mission to transform hopes and dreams into lifelong success. I invite you to join me in building our future-focused polytechnic education at Algonquin College.

Chris Janzen
Senior Vice President, Academic

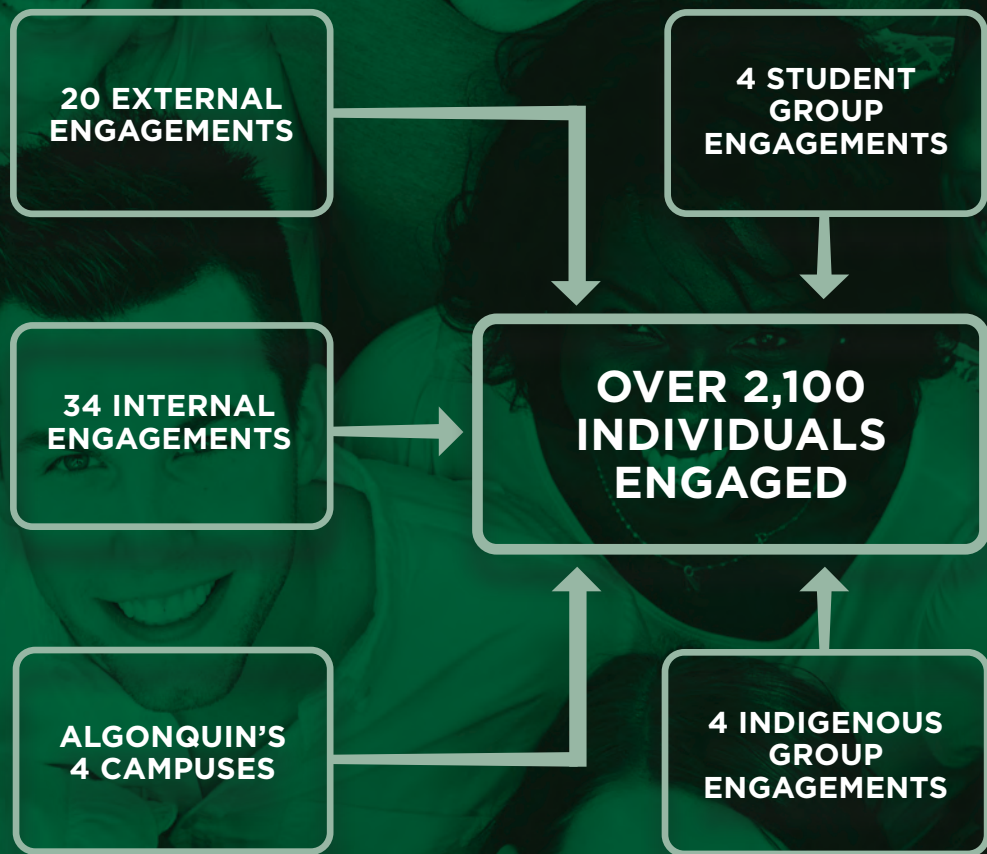


Figure:
Engagement Components

Planning and Engagement Process

The planning process took place over a ten-month period and provided the opportunity for a wide variety of voices to be heard and engaged. This process included the review of existing documents and materials that aided in understanding the current postsecondary landscape; over 50 engagement sessions to support the development of the plan, and a series of surveys that helped validate and prioritize themes.

This process and the information derived from it was guided by the work of the **Academic Plan Advisory Council (APAC)**. The council was comprised of individuals that could voice the varied College perspectives. The council included members of the academic leadership team, along with representation from faculty, support staff, the Algonquin Students' Association, and an Indigenous community member.

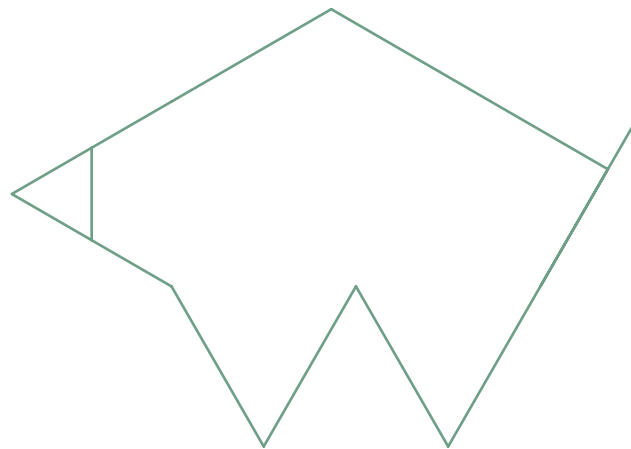
APAC was provided with regular updates on the progress and content of the various consultation activities. Their insights informed both the content and format of the Academic Plan. This group, along with other members of the academic leadership team, took part in a theme-setting retreat that provided unique viewpoints of each constituent which, in turn, guided the development of the plan.

“

This plan shows our commitment to academic excellence, innovation, and meeting the evolving needs of learners, employees, employers, and community stakeholders.”

Claude Brulé
President and CEO, Algonquin College

BELONG



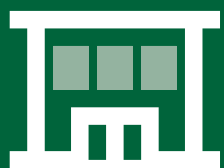
Academic Plan Priorities

To balance a multitude of opportunities with limited resources, it is essential to determine priority areas within the Academic Plan. By setting priority areas, Algonquin College is well-positioned to determine how to allocate its resources in a manner consistent with the needs of its learners and community.

The duration of the plan is designed to dovetail into the next two College Strategic Planning cycles. Given that this is a six-year Academic Plan, it is important to recognize that the related objectives and actions will need to be reviewed on an annual basis to ensure they continue to achieve the priorities. An in-depth mid-plan review, conducted after the third year after the next College Strategic Plan is finalized, will allow for a re-alignment to any significant changes to the educational landscape or direction of the College. This regular review of objectives, actions, and plan direction ensures that the College is constantly adapting to the evolving internal and external environment.

PRIORITIES FOCUS

- ✓ **Creating a sense of belonging for learners and the academic teams that provides a culture conducive to professional growth**
- ✓ **Ensuring the College meets the needs of learners and of industry and community partners in a rapidly changing world**
- ✓ **Encouraging collaboration and embracing change through modern technologies and innovation**
- ✓ **Acknowledging the interrelationship to other College plans**
- ✓ **Supporting the financial sustainability of the College**



PRIORITY 1

Deliver an industry-driven polytechnic education that develops employability and career growth



PRIORITY 2

Provide inclusive program delivery that enables choice



PRIORITY 3

Create a culture of innovation and collaboration that ensures exceptional learning experiences

ACADEMIC PLAN OBJECTIVES AND POTENTIAL ACTIONS

Specific objectives have been identified for each priority. These objectives are designed to focus efforts and resources on specific objectives. Throughout the implementation of this plan, actions and initiatives will be designed and carried out in support of the successful achievement of the objectives. Respecting our financial and personnel capacity, actions will be developed each year of implementation as a part of the annual multi-year business and operational planning processes at various levels within the College. The actions presented with each objective should be viewed as examples of what might be undertaken and should not be interpreted as an exhaustive list of what *will* be completed.



PRIORITY 1: DELIVER AN INDUSTRY-DRIVEN POLYTECHNIC EDUCATION THAT DEVELOPS EMPLOYABILITY AND CAREER GROWTH

As a polytechnic institution, Algonquin College will offer a range of industry-responsive curricula and experiences, supporting learners throughout their careers. The College will leverage its size, expertise, and proximity to national decision makers to be a prominent leader in applied, skills-based education, including apprenticeship, applied research and other experiential learning. The institution will be focused on being innovative and proactive to meet local, provincial, national, and international industry needs for existing and emerging skills.

Objectives	Potential Actions
1. Create programming that reflects the elements of an experiential polytechnic education.	<ul style="list-style-type: none"> Integrate experiential learning components, including opportunities to engage in applied research, that address the unique needs of each program. Develop applied research opportunities and other scholarly activities for all degree programs and specialized graduate certificate credentials. Review scope and capacity for in-demand apprenticeship and trades programs.
2. Integrate employability and career-growth skills for an evolving workplace into the experience of every learner.	<ul style="list-style-type: none"> Ensure learners gain confidence and familiarity with their chosen industry/field from the first class to graduation and throughout their entire career journey. Incorporate entrepreneurialism, creativity, innovation, professionalism, and related transferable skills into learner experiences. Create and enhance supports that recognize the unique needs of international learners.
3. Build vibrant and enduring relationships with alumni, industry, and community partners.	<ul style="list-style-type: none"> Enhance hiring of our graduates and placement of learners with industry and community partners, including alumni. Leverage strategic relationships with partners to enhance course and program development.



Actions will be developed each year of implementation as a part of the annual planning process.



PRIORITY 2: PROVIDE INCLUSIVE PROGRAM DELIVERY THAT ENABLES CHOICE

Algonquin College will be nimble and responsive to the evolving needs of learners and industry to ensure that it offers an accessible polytechnic education to our learners. The College will provide a variety of program delivery options to support the ability for an individual to map their journey to suit their unique needs or circumstances.

Objectives	Potential Actions
1. Provide an inclusive educational experience.	<ul style="list-style-type: none"> Utilize inclusive language and embed the principles of Equity, Diversity, and Inclusion (EDI) in the design and delivery of our programs. Utilize the principles of Universal Design for Learning to meet the unique learning needs of all our learners. Develop cultural competencies for our academic teams to support teaching and learning in an inclusive environment.
2. Integrate First Nation, Métis and Inuit teachings and ways of knowing into programming.	<ul style="list-style-type: none"> Engage the Indigenous Education Council when developing new programming aligned with Indigenous ways of knowing. Develop institutional First Nation, Métis and Inuit learning outcomes and a framework for implementation. Incorporate First Nation, Métis and Inuit perspectives into delivery methods and locations
3. Enhance access to cross-College courses.	<ul style="list-style-type: none"> Enable learners to take courses from other departments/faculties where equivalent learning outcomes can be achieved. Foster collaborative course design to achieve multi-program course outcomes to facilitate learner choice and pathways. Offer common programs of study using different modes of delivery and/or at different campuses
4. Maximize recognition of prior formal and informal education for learners.	<ul style="list-style-type: none"> Streamline decisions and processes for advanced standing, credit transfer, and prior learning recognition assessment. Implement processes to accept requests for Prior Learning Assessment Recognition (PLAR) or credit transfer at time of application.
5. Provide advising that supports learner success.	<ul style="list-style-type: none"> Develop a generalist model for learner advising that expands access and supports broader assessment of options for learners. Develop resources to better understand the impact of culture, and a sense of belonging on learner success.
6. Enhance learner flexibility/choice in course selection, scheduling & delivery modality.	<ul style="list-style-type: none"> Increase the number of courses that are offered in multiple modalities. Develop and publish a rolling multi-year curriculum plan that shows intended offering pattern of programs and courses.



PRIORITY 3: CREATE A CULTURE OF INNOVATION AND COLLABORATION THAT ENSURES EXCEPTIONAL LEARNING EXPERIENCES

Embracing the concept of a “learning organization,” Algonquin College will foster an environment in which the co-creation of ideas and the importance of a sense of belonging for both learners and employees are highly valued. Academic teams will be challenged to continually grow in their academic pursuits (e.g. curriculum development, research, and other scholarly activities) and their essential role as guides to the learning of skills, knowledge, and abilities central to a polytechnic education.

Objectives	Potential Actions
1. Engage the College Community in continuous professional development.	<ul style="list-style-type: none"> Develop cross-functional teams (faculty, support staff, industry, academic services, student services, etc.) to expand experiential learning opportunities and cross-disciplinary academic activities. Develop employee learning focusing on First Nations, Métis and Inuit history, and ways of knowing. Establish a process to support all academic employees in developing skills and competencies to evolve in their careers.
2. Support faculty in maintaining and enhancing their subject matter and teaching expertise.	<ul style="list-style-type: none"> Provide opportunities for faculty to maintain currency in their discipline-specific skills while building relationships with industry through activities such as but not limited to applied research and job share opportunities. Establish a community of practice focused on multi-modal delivery and fostering a digitally-focused learning environment. Establish a community of practice that broadly explores and supports current and emerging modes of pedagogical delivery.
3. Provide an environment in which scholarly activities flourish and are sustained.	<ul style="list-style-type: none"> Identify and support faculty-led scholarly activity that is aligned with institutional priorities and areas of planned growth. Develop partnership opportunities for applied research that aligns with centres of excellence. Provide a forum to share information about research interests and expertise.

SUCCESS



Success Indicators

This Academic Plan is driven by the measures of success in our strategic plan, business plan and the key performance indicators outlined in the Strategic Mandate Agreement (SMA3) with the Ministry of Colleges and Universities. We will also be developing leading metrics for individual actions and initiatives that will bring us towards the lagging metrics we already measure in our existing processes.

Mission



To transform hopes and dreams into lifelong success.

Vision



To be a global leader in personalized, digitally connected experiential learning.

Values



Caring

We have a sincere and compassionate interest in the well-being of the individual.

Integrity

We believe in trust, honesty and fairness in all relationships and transactions.

Learning

We believe in the pursuit of knowledge, personal growth and development.

Respect

We value the dignity and uniqueness of the individual. We value equity and diversity in our community.

ALGONQUIN COLLEGE



Report title:	Freedom of Information Annual Report and Protection of Privacy Act – 2022 Annual Report
Report to:	Board of Governors
Date:	June 5, 2023
Author(s)/Presenter(s):	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the Board of Governors with the year-end Statistical Report for the Information and Privacy Commissioner of Ontario (Appendix A).

3. BACKGROUND:

The Vice President, Finance and Administration, acts as the College’s Freedom of Information Coordinator on behalf of the Head of the organization, the Chair of the Board of Governors. The Freedom of Information and Protection of Privacy Act provides the right to request access to recorded information held by government organizations, subject to specific exemptions.

4. DISCUSSION:

In 2022, there were nine new Freedom of Information requests received. In addition, there was one ongoing request from 2021. Of those new requests received, eight were processed within the statutory time limit and one was not processed within the statutory time limit due to the complexity of records for which an extension was granted. The ongoing request from 2021 was not complex, however, due to the persistence of the Requester, a lengthy appeal was granted. These files have since been completed and closed.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input type="checkbox"/>
PEOPLE	

Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

This activity does not have any direct student impact.

7. FINANCIAL IMPACT:

There is no material financial impact arising from Freedom of Information requests. A total of \$30 in fees have been collected from requestors, while the College has incurred \$5,541 in legal costs to complete such requests.

8. HUMAN RESOURCES IMPACT:

Impacts to human resources are minor when considering the overall College business activity.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The standard report addresses the regulatory requirement for the Freedom of Information and Protection of Privacy Act. The completion of the Information and Privacy Commissioner’s year-end Statistical Report is mandatory.

10. COMMUNICATIONS:

The information and Privacy Commissioner’s year-end Statistical Report for all institutions is made available to the public on the Information and Privacy Commissioner’s of Ontario website at: <https://www.ipc.on.ca>.

11. CONCLUSION:

Algonquin College is an Ontario crown agency and part of the Broader Public Sector. The College is required to protect the privacy of an individual’s personal information existing in College records. Individuals have the right to request access to College-held information, including general records and records containing their own information. In compliance with the Freedom of Information and Protection of Privacy Act, the College submits a year-end Statistical Report annually.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: 2022 Information and Privacy Commissioner Statistical Report



The Year-End Statistical Report
for the
Information and Privacy Commissioner of Ontario

**Statistical Report of
Algonquin College
for the Reporting Year 2022
for
*Freedom of Information and Protection of Privacy Act***

Section 1: Identification

1.1 Organization Name

Algonquin College

Head of Institution Name & Title

Claude Brule, President

Head of Institution E-mail Address

brulec@algonquincollege.com

Management Contact Name & Title

Duane McNair, VP Finance and Administration

Management Contact E-mail Address

mcnaird@algonquincollege.com

Primary Contact Name & Title

Susan Mainse, Risk Manager

Primary Contact Email Address

mainses@algonquincollege.com

Primary Contact Phone Number

6137274723 ext. 2110

Primary Contact Fax Number

Primary Contact Mailing Address 1

1385 Woodroffe Avenue

Primary Contact Mailing Address 2

Room A229e

Primary Contact Mailing Address 3

Primary Contact City

Ottawa

Primary Contact Postal Code

K2G 1V8

1.2 Your institution is:

College

Section 2: Inconsistent Use of Personal Information

2.1

Whenever your institution uses or discloses personal information in a way that differs from the way the information is normally used or disclosed (an inconsistent use), you must attach a record or notice of the inconsistent use to the affected information.

0

Your institution received:

- No formal written requests for access or correction
- Formal written requests for access to records
- Requests for correction of records of personal information only

Section 3: Number of Requests Received and Completed

Enter the number of requests that fall into each category.

- 3.1** New Requests received during the reporting year
- 3.2** Total number of requests completed during the reporting year

Personal Information	General Records
4	5
5	5

Section 4: Source of Requests

Enter the number of requests you completed from each source.

- 4.1** Individual/Public
- 4.2** Individual by Agent
- 4.3** Business
- 4.4** Academic/Researcher
- 4.5** Association/Group
- 4.6** Media
- 4.7** Government (all levels)
- 4.8** Other
- 4.9** Total requests (Add Boxes 4.1 to 4.8 = 4.9)

Personal Information	General Records
5	1
0	0
0	1
0	0
0	2
0	0
0	1
0	0
5	5

BOX 4.9 must equal BOX 3.2

Section 5: Time to Completion

How long did your institution take to complete all requests for information? Enter the number of requests into the appropriate category. How many requests were completed in:

- 5.1** 30 days or less
- 5.2** 31 - 60 days
- 5.3** 61 - 90 days
- 5.4** 91 days or longer
- 5.5** Total requests (Add Boxes 5.1 to 5.4 = 5.5)

Personal Information	General Records
4	4
0	1
0	0
1	0
5	5

BOX 5.5 must equal BOX 3.2

Section 6: Compliance with the Act

In the following charts, please indicate the number of requests completed, within the statutory time limit and in excess of the statutory time limit, under each of the four different situations:

- NO notices issued;
- BOTH a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) issued;
- ONLY a Notice of Extension (s.27(1)) issued;
- ONLY a Notice to Affected Person (s.28(1)) issued.

Please note that the four different situations are mutually exclusive and the number of requests completed in each situation should add up to the total number of requests completed in Section 3.2. (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = BOX 6.13 and BOX 6.13 must equal BOX 3.2)

A. No Notices Issued

	Personal Information	General Records
6.1 Number of requests completed within the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	4	4
6.2 Number of requests completed in excess of the statutory time limit (30 days) where neither a Notice of Extension (s.20(1)) nor a Notice to Affected Person (s.21(1)) were issued.	0	0
6.3 Total requests (Add Boxes 6.1 + 6.2 = 6.3)	4	4

B. Both a Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)) Issued

	Personal Information	General Records
6.4 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)) and a Notice to Affected Person (s.28(1)).	0	0
6.5 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)) and the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.6 Total requests (Add Boxes 6.4 + 6.5 = 6.6)	0	0

C. Only a Notice of Extension (s.27(1)) Issued

	Personal Information	General Records
6.7 Number of requests completed within the time limits permitted under both the Notice of Extension (s.27(1)).	1	1
6.8 Number of requests completed in excess of the time limit permitted by the Notice of Extension (s.27(1)).	0	0
6.9 Total requests (Add Boxes 6.7 + 6.8 = 6.9)	1	1

D. Only a Notice to Affected Person (s.28(1)) Issued

	Personal Information	General Records
6.10 Number of requests completed within the time limits permitted under both the Notice to Affected Person (s.28(1)).	0	0
6.11 Number of requests completed in excess of the time limit permitted by the Notice to Affected Person (s.28(1)).	0	0
6.12 Total requests (Add Boxes 6.10 + 6.11 = 6.12)	0	0

E. Total Completed Requests (sections A to D)

	Personal Information	General Records
6.13 Total requests (Add Boxes 6.3 + 6.6 + 6.9 + 6.12 = 6.13)	5	5

BOX 6.13 must equal BOX 3.2

Section 6a: Contributing Factors

Please outline any factors which may have contributed to your institution not meeting the statutory time limit. If you anticipate circumstances that will improve your ability to comply with the Act in the future, please provide details in the space below.

Requester felt the College had more records that it was not disclosing. Requester appealed. 3 formal searches were conducted by the College's ITS department - confirming no additional records existed. Representations were provided by the Appellant and College to the IPC. Affidavits by the College's Faculty, Chair and ITS Associate Director were sworn in. After IPC Decision, appellant requested a Reconsideration Order, which was later denied by the IPC.

Section 7: Disposition of Requests

What course of action was taken with each of the completed requests? Enter the number of requests into the appropriate category.

	Personal Information	General Records
7.1 All information disclosed	4	3
7.2 Information disclosed in part	0	1
7.3 No information disclosed	1	0
7.4 No responsive records exists	0	1
7.5 Request withdrawn, abandoned or non-jurisdictional	0	0
7.6 Total requests (Add Boxes 7.1 to 7.5 = 7.6)	5	5

BOX 7.6 must be greater than or equal to BOX 3.2

Section 8: Exemptions & Exclusions Applied

For the Total Requests with Exemptions/Exclusions/Frivolous or Vexatious Requests, how many times did your institution apply each of the following? (More than one exemption may be applied to each request)

	Personal Information	General Records
8.1 Section 12 - Cabinet Records	0	0
8.2 Section 13 - Advice to Government	0	0
8.3 Section 14 - Law Enforcement ¹	0	0
8.4 Section 14(3) - Refusal to Confirm or Deny	0	0
8.5 Section 14.1 - Civil Remedies Act, 2001	0	0
8.6 Section 14.2 - Prohibiting Profiting from Recounting Crimes Act, 2002	0	0
8.7 Section 15 - Relations with Other Governments	0	0
8.8 Section 16 - Defence	0	0
8.9 Section 17 - Third Party Information	2	0
8.10 Section 18 - Economic and Other Interests of Ontario	0	0
8.11 Section 18.1 - Information with Respect to Closed Meetings	0	0
8.12 Section 19 - Solicitor-Client Privilege	0	0
8.13 Section 20 - Danger to Safety or Health	1	0

Section 8: Exemptions & Exclusions Applied

8.14 Section 21 - Personal Privacy(Third Party) ²	0	0
8.15 Section 21(5) - Refusal to Confirm or Deny	0	0
8.16 Section 21.1 - Species at risk	0	0
8.17 Section 22 - Information soon to be published	0	0
8.18 Section 27.1 - Frivolous or Vexatious	0	0
8.19 Section 49 - Personal Information(Requester)	0	0
8.20 Section 65 - Act Does Not Apply ³	0	0
8.21 Section 65(6) - Labour Relations & Employment Related Records and Appointment and Placement Related Records	0	0
8.22 Section 67 - Other Acts	0	0
8.23 PHIPA Section 8(1) Applies	0	0
8.24 Total Exemptions & Exclusions Add Boxes 8.1 to 8.23 = 8.24	3	0

¹ not including Section 14(3)

² not including Section 21(5)

³ not including Section 65(6)

Section 9: Fees

Did your institution collect fees related to request for access to records?

	Personal Information	General Records	Total
9.1 Number of REQUESTS where fees other than application fees were collected	0	0	0
9.2.1 Total dollar amount of application fees collected	\$10.00	\$20.00	\$30.00
9.2.2 Total dollar amount of additional fees collected	\$0.00	\$0.00	\$0.00
9.2.3 Total dollar amount of fees collected (Add Boxes 9.2.1 + 9.2.2 = 9.2.3)	\$10.00	\$20.00	\$30.00
9.3 Total dollar amount of fees waived	\$15.00	\$5.00	\$20.00

Section 10: Reasons for Additional Fee Collection

Enter the number of REQUESTS for which your institution collected fees other than application fees that apply to each category.

	Personal Information	General Records	Total
10.1 Search time	0	0	0
10.2 Reproduction	0	0	0
10.3 Preparation	0	0	0
10.4 Shipping	0	0	0
10.5 Computer costs	0	0	0
10.6 Invoice costs(and other as permitted by regulation)	0	0	0
10.7 Total (Add Boxes 10.1 to 10.6 = 10.7)	0	0	0

Section 11: Correction and Statements of Disagreement

Did your institution receive any requests to correct personal information?

- 11.1** Number of correction requests received
- 11.2** Correction requests carried forward from the previous year
- 11.3** Correction requests carried over to next year
- 11.4** Total Corrections Completed [(11.1 + 11.2) - 11.3 = 11.4]

Personal Information
0
0
0
0

BOX 11.4 must equal BOX 11.9

What course of action did your institution take regarding the requests that were received to correct personal information?

- 11.5** Correction(s) made in whole
- 11.6** Correction(s) made in part
- 11.7** Correction refused
- 11.8** Correction requests withdrawn by requester
- 11.9** Total requests (Add Boxes 11.5 to 11.8 = 11.9)

Personal Information
0
0
0
0
0

BOX 11.9 must equal BOX 11.4

In cases where correction requests were denied, in part or in full, were any statements of disagreement attached to the affected personal information?

- 11.10** Number of statements of disagreement attached:

Personal Information
0

If your institution received any requests to correct personal information, the Act requires that you send any person(s) or body who had access to the information in the previous year notification of either the correction or the statement of disagreement. Enter the number of notifications sent, if applicable.

- 11.11** Number of notifications sent:

Personal Information
0

Note:

This report is for your records only and should not be faxed or mailed to the Information and Privacy Commissioner of Ontario in lieu of online submission. Faxed or mailed copies of this report will NOT be accepted. Please submit your report online at: <https://statistics.ipc.on.ca>.

Thank You for your cooperation!

Declaration:

I, Duane McNair, VP Finance and Administration, confirm that all the information provided in this report, furnished by me to the Information and Privacy Commissioner of Ontario, is true, accurate and complete in all respects.



Signature

March 28, 2023

Date

**Report from the Chair
Board of Governors Meeting
June 5, 2023**

President's Year-End Dinner

The President will host a dinner for the Board of Governors to mark the end of the academic year, on the evening of Tuesday, June 6, 2023. Governors are encouraged to bring a guest. We look forward to celebrating the contributions of our Board members at this event and have the opportunity to thank Governors whose term of office ends on August 31, 2023.

2023 Spring Convocation Ceremonies

The 2023 Spring Convocation Ceremonies will be held from June 7 to June 22, 2023. Convocation dates are as follows:

Perth – June 7, 2023;

Pembroke – June 9, 2023; and

Ottawa – June 20, 21, 22, 2023.

I thank all Governors in advance for their active participation in these important student and family celebrations.

Fall Board Retreat – Sunday, October 1, 2023

Governors are reminded of the Fall Board Retreat, which will be held at the Ottawa Campus. The Retreat will take place on Sunday, October 1. The retreat will begin at approximately 9:00 am and will end at approximately 4:00 pm. The Board Office will book hotel rooms for Governors requiring overnight accommodations.

Colleges Ontario 2023 Higher Education Summit

The annual Colleges Ontario Higher Education Summit which includes professional development opportunities for Board of Governor members, as well as the Premier's Award Gala, will take place on November 25, 26, 27, 2023, at the Sheraton Centre Toronto Hotel. Details will be communicated in early Fall.

RECOGNITION OF FORMER GOVERNOR

I would like to take the opportunity to thank all of our retiring Governors for their dedicated service to the College and Board of Governors:

Audrey Lawrence (2017-2023) first joined the Board of Governors in 2017. She was an active member of the Academic and Student Affairs Committee from 2017-23, a member of the Governance Committee from 2017-22 and served as Chair of the Governance Committee from 2020-21. We thank Audrey for her in-depth contribution to the Board of Governors.

Cyril McKelvie (2017-2023) was elected to the Board of Governors in September 2017. Cyril served as a member of the Audit and Risk Management Committee from 2017-23, a member of the Academic and Student Affairs Committee from 2019-22, served as Chair of the Academic and Student Affairs committee from 2020-22 and served as Vice Chair of the Academic and Student Affairs committee from 2022-23. We thank Cyril for his dedicated service to the Algonquin College Board of Governors.

Steve Barkhouse (2017-2023) was elected to the Board of Governors in September 2017. Steve served as a member of the Audit and Risk Management Committee from 2017-22, a member of the Governance Committee from 2021-22, served as Vice Chair of the Audit and Risk Management Committee from 2019-20, served as Chair of the Audit and Risk Management committee from 2020-21 and served as Chair of the Governance committee from 2022-23. We thank Steve for his dedicated service to the Algonquin College Board of Governors.

Cyan Shields (2021-2023) was elected to the Board of Governors in September 2021 as an internal Board member representing students and served on the Academic and Student Affairs Committee from 2021-23 and the Governance Committee from 2022-23. Cyan ensured that the student’s voice was heard at the Board table and we thank Cyan for her service to our Board and to the College community.

Valerie Hoareau-Sayah (2017-2023) was elected to the Board of Governors in September 2017 as an internal Board member representing Support Staff. Valerie served as a member of the Governance Committee from 2017-23. We thank Valerie for her dedicated service to the College.

Sheilagh Dunn (2020-2022) was appointed to the Board of Governors as Lieutenant Governor in Council. Sheilagh served as a member of the Academic and Student Affairs Committee from 2020-22. We thank Sheilagh for her in-depth contribution to the Board and the Academic and Student Affairs Committee.

A BIG Thank you to all!

Over the Summer

The Board Executive Committee will be holding a Retreat on June 6, 2023 to develop the agenda for the October Board Retreat. The Governance Committee will finalize the Orientation Sessions for new Governors, scheduled for August 17, September 26, and October 23. The Board Office will be busy with logistics for the Board and Committee meetings and activities that occur throughout the year.

2023-24 Board Meeting Schedule & Events

The schedule of Board meetings from September 2022 to June 2023 will be posted on the Board of Governors website. The 2022-23 Board meetings, retreats and special events are as follows:

NOTE: *Updates on meetings and events will be communicated accordingly to ensure public health guidance is reflected.*

Board Meeting Schedule		
Date	Location	Time
Monday, October 23, 2023	T102 A&B	4:00 – 6:00 pm
Monday, December 11, 2023	T102 A&B	4:00 – 6:00 pm

Monday, February 26, 2024	T102 A&B	4:00 – 6:00 pm
Monday, April 22, 2024	T102 A&B	4:00 – 6:00 pm
Board Meeting & Annual General Meeting Monday, June 03, 2024	T102 A&B	4:00 – 6:00 pm

Event Schedule

New Governor Orientation Part 1	Thu. Aug. 17, 2023
Governor Orientation Part 2	Tue. Sep. 26, and Mon. Oct 23, 2023
Board of Governors' Fall Retreat	Sun. Oct. 1, 2023
Board of Governors Holiday Dinner	Dec. 2023 (to be scheduled)
Board of Governors' Spring Retreat	Sat. Mar. 23, 2024
President's End-of-Year Dinner	June 2024 (to be scheduled)

**Report from the President
Board of Governors Meeting
June 5, 2023**

For the reporting period from April 11, 2023 to June 5, 2023, President Brulé met primarily in-person and occasionally virtually with the following key external contacts from the post-secondary education leaders, community leaders and elected officials:

- Board Members, College Employer Council (CEC);
- Members, Indigenous Education Council (IEC);
- Simon Kennedy, Deputy Minister, Innovation, Science and Economic Development (ISED);
- Board Members, Ontario College Application Service (OCAS);
- Sandrine Pechels de Saint Sardos, Ottawa Film Commissioner;
- Blake Oliver, Senior Policy Advisor, Office of Deputy Prime Minister and Minister of Finance;
- Rob Kardas, President & CEO, Lambton College; and
- Atiq Rahman Assistant Deputy Minister, Employment Social Development Canada Learning Branch.

Date	Event	Purpose
Apr. 11, 2023	Exec Tuesday – Now, Next, Beyond – Learning from the past, looking to the future	President Brulé attended Exec Tuesday at Hub 350 with the theme being “Now, Next, Beyond – Learning from the past, looking to the future”. Guest speaker Michael Curran, Publisher of the Ottawa Business Journal, shared his unique perspectives where he covered a broad spectrum of topics from individuals and companies to talent and next-generation trends that contribute and shape the success of the present and future of Ottawa’s technology scene.
Apr. 13, 2023	Mayor’s Breakfast - A conversation with Kathryn Tremblay, CEO and Co-Founder of Altis Recruitment, excelHR and affiliated brands	President Brulé and Diane McCutcheon, Vice President, Human Resources joined Mayor Mark Sutcliffe and Kathryn Tremblay, CEO and Co-Founder of Altis Recruitment, excelHR, and affiliated brands for the Mayor’s Breakfast Speaker Series. The discussion was on key issues impacting the growth and prosperity of Ottawa.
Apr. 14, 2023	Algonquin College Applied Research Showcase: “RE/ACTION”	President Brulé attended the Algonquin College Applied Research Showcase: “RE/ACTION” in the DARE District and presented the awards to winning student groups. The event highlighted leading-edge applied research being done in collaboration with industry, institutional, and community partners, providing a glimpse into the future of technology and the current state of innovation.

Apr. 18, 2023	Future of Health and Wellness Speaker Series	President Brulé hosted the Future of Health and Wellness Speaker Series where Algonquin College partnered with the Canadian Dental Association and Ottawa Public Health to bring forward a discussion on the implementation of the new Federal dental care program and the future of dental care in Canada.
Apr. 19, 2023	Strategic Enrolment Steering Committee (SESC) Keynote Speaker - Dr. Lewis Sanborne	President Brulé attended the Strategic Enrolment Steering Committee April 19th Planning Session with keynote speaker, Dr. Lewis Sanborne. He addressed and discussed the following topics: <ul style="list-style-type: none"> • What are key trends now, and best practices? • What's on the 5-year horizon? • What are key initiatives that have proven return on investment? • What must we have? Versus, what is nice to have?
Apr. 23, 24, 25, 2023	CICan Conference	President Brulé attended the CICan conference at the Palais des Congrès de Montréal. CICan's Annual Conference is the largest event of its kind in Canada! It fosters connections between post-secondary institutions from across the country and around the world.
Apr. 27, 2023	Canada Growth Summit 2023: Standing Strong Globally	President Brulé attended the Canada Growth Summit: Standing Strong Globally at the Metro Toronto Convention Centre, where discussions were had on Canada's increased role in a world looking for stable, secure, dependable allies.
Apr. 27, 2023	35th Annual Public Policy Forum Testimonial Dinner & Awards (PPF)	President Brulé hosted a table at the Public Policy Forum's 35th Annual Testimonial Dinner and Awards at the Metro Convention Centre in Toronto. Honoree for the evening included: The Honourable Harold Calla, Executive Chair, First Nations Financial Management Board, Lisa Raitt, Vice-Chair, Global Investment Banking, CIBC and PPF Board Member, John Riley, Chairman and CEO, CFFI Ventures Inc., Janice Stein, Belzberg Professor of Conflict Management in the Department of Political Science and the Founding Director of the Munk School of Global Affairs & Public Policy at the University of Toronto, and aurent Duvernay-Tardif, NFL Football Player, a graduate of medicine.
May 2, 2023	Tech Tuesday – What's Up In Space?	President Brulé attended Tech Tuesday at the Marshes Golf Club with the theme being "What's

		Up In Space?”. Guest speaker MDA VP of Corporate Development Ian McLeod discussed how world-leading Canadian innovation is contributing to the next giant leap in space.
May 12, 2023	Public Sector Leaders Forum Breakfast Meeting	President Brulé attended the Public Sector Leaders Forum Breakfast Meeting where guest speaker Hindia Mahamoud, Ottawa Local Immigration Partnership discussed the next steps for supporting and integrating immigrants in the Ottawa community.
May 16, 17, 18, 2023	Polytechnics Canada Conference	President Brulé attended the Polytechnic Conference at the Southern Alberta Institute of Technology (SAIT) in Calgary, Alberta. The conference program was on Powering Innovation: How Polytechnics Boost Productivity and Performance. Sessions were held addressing the following topics: Business Innovation, Workforce Innovation, Innovative approaches to inclusivity and Institutional innovation.
May. 24, 2023	Pembroke Speaker Series: The Royals! What’s Next for the Royal Family?	President Brulé attended the Pembroke Speaker Series where the theme was The Royals! What’s Next for the Royal Family? Guest speaker Carolyn Harris, a Royal Family Historian, discussed what is to be expected to be coming from the the Royal Family.

COMMITTEE OF PRESIDENTS

The Committee of Presidents met in Toronto on May 29 & 30, 2023. The main topics discussed included the following:

- Introduction to the new Chief Executive Officer to Colleges Ontario
- Colleges Ontario Business Plan Update;
- Discussion with members of the Blue Ribbon Panel;
- College Employer Council Bargaining Update;
- Health Human Resources Initiatives Update (related to Nursing, Personal Support Workers, Paramedics);
- Micro-credentials Quality Assurance framework.
- International Education Standards – Audit Framework
- Revisions to the College Employer Council Leadership Program

Dr. Gail Beck (2017-2023) first joined the Board of Governors in 2017. She was an active member of the Governance Committee from 2017-19, Chair of the Governance Committee from 2019-20, member of the Academic and Student Affair Committee and the Audit and Risk Management from 2020-21. She served as Board Vice Chair from 2020-22 and Board Chair from 2022-23.

During her time serving on the Board, Dr. Beck has been a champion for student well-being, mental health and student success. Through her leadership and influence, the College and its learners have benefited from enhanced support from The Royal with assistance from the RBC Foundation.

She was generous through philanthropy and with her time, attending many convocation ceremonies, speaking engagements, and other college events. We are grateful to Dr. Beck for her important contributions to the Board of Governors and the College.



Algonquin College delivers its Mission and Vision through two Strategic Directions and six Foundational Themes, focused on three goals. These commitments guide the College’s strategic priorities and budget process.

STRATEGIC DIRECTION

Reporting Timeframe: March 7, 2023 to May 1, 2023

LEARNER DRIVEN

Goal 1: Provide Flexible, Personalized, And Lifelong Learner Experiences

Summary Report from:	Activity
Academic Services	<ul style="list-style-type: none"> • The College Quality Assurance Audit Current State of Quality Assurance 18-month Follow-up Report has been submitted to the Ontario College Quality Assurance Service • On March 22, 2023, Co-operative Education hosted the Algonquin College Co-op Awards of Excellence 2022. Six employers and five students were recognized for their outstanding achievements during their co-op work terms. Employers including municipal, provincial, and federal government officials, and private sector employers in construction and horticulture. • On Thursday April 27, 2023, the International Education Centre, with the support of the Alumni and Friends Network and Experiential Learning and Entrepreneurship, welcomed international alumni and graduating international students for the first ever Celebrating Global Grads: Alumni Panel and Networking Night. The evening encouraged new international students to celebrate their achievements while hearing from international Algonquin alumni panelists from a variety of fields, who shared their stories and advised on how to thrive in the workforce as an international student. • Pembroke Campus signed a Memorandum of Collaboration with Garrison Petawawa to foster deeper relationship with local military community as a strategic enrolment management initiative. • On March 22 and 23, 2023, Algonquin College signed Letters of Intent with Ho Chi Minh City Industry and Trade College and Van Lang Saigon College to create pathway for direct recruitment of such colleges’ graduates to Algonquin College. Under these agreements, graduates of three-year college diplomas from these two institutions can be accepted to Algonquin College’s graduate programs if they meet the English and program requirements. These agreements are expected to increase enrollment of students from Vietnam.
Advancement and Strategy	<ul style="list-style-type: none"> • Algonquin College was presented with a \$15,000 gift from the Ottawa Women’s Canadian Club to establish a new bursary to support female students in financial need. The club believes a good education helps make the world a

	<p>better place by exploring what is right, wrong, fair, and unfair. “We hope we are helping to create better global citizens,” its mission statement reads.</p>
Communications Events and External Relations	<ul style="list-style-type: none"> • In March and April, the College Events Team lead 12 in-person, virtual and hybrid workshops for students, focused on a variety of interests. • President Brulé hosted a Future of Health and Wellness Speaker event on April 18, 2023, with a dental panel for Oral Health Month featuring Dr. Keith Da Silva, Jenny Gardipy and Emily King.
Human Resources	<ul style="list-style-type: none"> • Facilitated in-person Microsoft Teams training for Campus Services management team. • Curated, designed, and deployed two new self-paced online Microsoft 365 Essentials courses for employees: Microsoft Client Support Essentials and Microsoft Planning Essentials. • Refreshed the self-paced online Microsoft Teams Essentials employee training guided by Universal Design for Learning (UDL) principles and techniques to diversify and update learning material and content delivery.
Student Services	<ul style="list-style-type: none"> • The AC Spring Open House was held in person at the Ottawa Campus on April 1, 2023. All College programs, campuses, and support services had representation. The event collected 2,316 unique registrations (+43% year-over-year) with an estimated attendance between 4,000 and 4,500. • New patients registering with Health Services increased by 70%, and the additional demand for Health Services made it challenging to manage the high volume of inbound calls. In collaboration with Information Technology Services, Health Services implemented a new phone tree on May 1, 2023, to help manage inbound calls to Health Services. The new phone tree should improve access to timely information and quality customer service levels for students. • \$114,429,540 was loaned to 11,263 students via the Ontario Student Assistance Program between all campuses. Two-thirds of these funds were given in the form of non-repayable grants. These numbers represent small increases, compared to the same time last year, of 0.2% in the number of student recipients (from 11,236 to 11,263) and 2.8% in the total amount granted (from \$111,279,176 to \$114,429,540)
<p>PEOPLE Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment</p>	
Summary Report from:	Activity:
Academic Services	<p>Intensive Professional Development Programs:</p> <ul style="list-style-type: none"> • There were 58 faculty members who completed the Multimodal Masterclass (28 hours over 14 weeks). • There were eight faculty members who participated in the Instructional Skills Workshop (21 hours over three consecutive days).

	<ul style="list-style-type: none"> • There were 35 full-time faculty members who completed courses in the Faculty Learning Program (two terms). • There were 21 faculty members who successfully completed the Indigenous Teaching and Learning Bundle – All Our Relations (20 hours over ten weeks). • There were 74 Other than full-time faculty members who completed at least one of the six Introduction to Teaching at Algonquin College workshops in the program. <p>Just-in-Time Training and Professional Development Experiences:</p> <ul style="list-style-type: none"> • Learning and Teaching Services hosted Tea, Teaching & Bannock on April 11th with 22 participants. • Learning and Teaching Services co-hosted a Maamwi presentation in March with 78 attendees and a Making your Grading More Efficient workshop with 43 participants. • Learning and Teaching Services hosted three engagements on emerging Artificial Intelligence (AI) trends on March 15, April 26, and April 27 with a total of 50 participants. • Ningbo Polytechnic, Ningbo, China, won the Gold Medal for Hospitality and Tourism from the World Federation of Colleges and Polytechnics at the World Congress held in Montreal in April 2023. Ningbo delivers Algonquin College’s Hospitality Hotel and Restaurant Operations Management program at Ningbo.
<p>Advancement and Strategy</p>	<ul style="list-style-type: none"> • Algonquin College was well represented by prominent alumni, industry partners, community leaders and College executive team members at the Public Policy Forum Dinner in Toronto on April 27. The Testimonial Dinner Honour Roll included seven recipients who are making a difference in their respective sectors.
<p>Communications Events and External Relations</p>	<ul style="list-style-type: none"> • Flags were lowered to half-mast on Friday, April 28, 2023, in honour of the National Day of Mourning, marked annually in Canada to commemorate the lives of workers who have been killed, injured or suffered an illness as a result of a workplace tragedy. • Six regional community leaders were announced, to be awarded honorary degrees at the College’s Spring Convocation ceremonies in Ottawa, Pembroke and Perth.
<p>Human Resources</p>	<p>Employee Learning:</p> <ul style="list-style-type: none"> • Provided course design, scheduling, Learning Management System (LMS) guidance and overall advice to 20 registrants and offered four sessions from the Management Academy and the Support Staff Academy to 56 registrants. • Offered two New Employee College Orientation sessions to a total of 25 new employees or those in new roles and assigned Welcome Partners. • 18 employees successfully completed the <i>ALEI 1: Leader in Me</i> Program.

	<p>Wellness and Abilities:</p> <ul style="list-style-type: none"> HR Wellness and Abilities supported the 72nd annual Mental Health Week in Canada by creating awareness on 2023 #MyStory. Employees were provided with a Mental Health Week Calendar to support employees in understanding how to share their story safely, calm financial anxiety and understand the difference between mental health and illness. Mental Health Awareness training was conducted for College employees where participants were encouraged to shatter popular myths and misconceptions about mental health and to increase their understanding of the causes and symptoms of mental disorders. In addition, as part of the Colleges on-going commitment to Psychological Health and Safety/Mental Wellbeing Module One: Mental Health 101 for Leaders and Module Two: Leadership Role in Supporting Employee Mental Health was facilitated by Dr. Michael Mousseau; National Practice Leader, Wellbeing, Gallagher Benefit Services (Canada) Inc. which included both senior leaders and executives. This is a four-part Mental Health training developed for People Leaders. <p>Inclusion, Diversity, Equity and Accessibility:</p> <ul style="list-style-type: none"> Successfully completed Employment Equity Data Collection via self-identification survey, achieving an 84% response rate, well above target set at 80%. Submission of compliance reports for Federal Contractors Program of Employment Equity to Employment and Social Development Canada on April 17, 2023. Completion of three videos detailing Algonquin College’s investment in Accessibility in the Built Environment; a shared deliverable from the 2022-2026 Multi Year Accessibility Plan to “Provide awareness and resources on Algonquin’s commitment to accessibility” and showcase investments being made by the College on this front. Video 1: https://youtu.be/A4X9xDj48q4 Video 2: https://youtu.be/csXA624dn0o Video 3: https://youtu.be/0b0YHkLNBQU
<p>Student Services</p>	<ul style="list-style-type: none"> The International Students webpage received significant updates, including new pages launched for Current Students, New Students, Housing, and Study and Work Abroad. These pages provide an improved experience for end users with a cleaner layout and more concise information that is easier to find. The Mamidosewin Centre collaborated with other post-secondary institutions in Ottawa and hosted 30 Indigenous students from Algonquin College at a graduation ceremony on April 29th, 2023. The ceremony celebrated and honoured the accomplishments of the students from Algonquin College, Collège La Cité, the University of Ottawa, and Carleton University that graduated in 2020 – 2023. Due to the pandemic, many students did not have the opportunity to celebrate their accomplishments. It was a well attended event held at the Museum of History in Gatineau and President Brulé was in attendance to honour our graduates.

STUDENT & EMPLOYEE SUCCESSES:	Activity
Academic Services	<ul style="list-style-type: none"> • Chefs David Fairbanks and Scott Warrick, along with a number of Culinary Arts Professors and Students, participated in the Table’s Des Chefs event which was held on Tuesday, April 25, where 1,000 meals were produced for charity. All the food items will go to the Ottawa Food Bank. • 2023 Skills Ontario Competition: Mechanical and Transportation Technology students were awarded Gold & Bronze Medals. The gold medal: most proficient in several skills including Electrical & Fuel Systems, Drive Trains, Steering Suspension & Brake Systems and Engine Systems. The bronze medal: competitors displayed their skill by performing tasks in Electrical and Fuel Systems, Drive Trains, Steering Suspension and Brake Systems, Engine Systems, Hydraulics, Trade Practices and Auxiliary Systems • The 2023-24 Student Events, organized by Event Management students, raised a total of \$24,291.07. • The Veterinary Technician program received full accreditation status until January 31, 2026, from the Ontario Association of Veterinary Technicians. • Alex Freemark, Learning and Teaching Services eLearning Training Specialist completed her Master of Education with a focus on Studies in Teaching and Learning • Jane Pearl, Part Time Coordinator/Professor, Food and Nutrition Management program was nominated for the Canadian Society of Nutrition Management (CSNM) Corporate Member Award in recognition of the dedication and positive support of CSNM and the Profession. • First year Child and Youth Care students raised \$5,000 in the Community Service-Learning course to support three charitable organizations in the community. • The Victimology Research Centre had two articles published in peer-reviewed journals. From the <i>Victim Services and Vicarious Resilience</i> project an article titled “Protocol for a Study on Vicarious Resilience in Service Providers for Victims and Survivors of Violence” was published in the journal PLoS ONE (available at the following link: https://doi.org/10.1371/journal.pone.0283474). From the study <i>COVID-19 and System Responses to Homelessness</i> an article titled “Homelessness, COVID-19, and Discourses of Contagion” was published in the journal <i>Qualitative Research in Health</i> (available at the following link: https://doi.org/10.1016/j.ssmqr.2023.100276) • The Social Innovation Lab’s 2-year (2023-2025) collaborative research grant in partnership w/ The Children’s Hospital of Eastern Ontario (CHEO) entitled “<i>The Engage-ICU initiative: Addressing quality of care, physician workload and burn-out in PICU through connection, collaboration and technology</i>” was awarded \$150,000 through the Academic Health Sciences Centre (AHSC) Alternative Funding Plan (AFP) Innovation Fund after review by the Innovation Fund Provincial Oversight Committee (IFPOC).

Advancement and Strategy	<ul style="list-style-type: none">• A \$20,000 donation from Dwight and Christine Powless established a new scholarship to recognize the graduating Indigenous student with the highest GPA. A special event in Nawapon and star blanket presentation acknowledged Dwight and the late Chrisine, and the first scholarship will be awarded at Spring Convocation.
Communications Events and External Relations	<ul style="list-style-type: none">• As a result of the nomination package drafted by the Communications Team in November, Algonquin College professor and program coordinator, Kathryn Reilander, was awarded gold in The Leadership Excellence Award for Non-Managerial Staff category at Colleges and Institutes Canada’s 2023 Awards of Excellence ceremony in Montreal on April 24.

Board of Governors Meeting Schedule 2023-24

Board of Governors Meeting Schedule		
Date	Location	Time
Monday, October 23, 2023	T102 A&B	4:00 – 6:00 pm
Monday, December 11, 2023	Nawapon C100	4:00 – 6:00 pm
Monday, February 26, 2024	T102 A&B	4:00 – 6:00 pm
Monday, April 22, 2024	T102 A&B	4:00 – 6:00 pm
Annual General Meeting & Board Meeting Monday, June 3, 2024	T102 A&B	4:00 – 6:00 pm

8.6 Appendix B

2023-24 BOG Workplan							
LEGEND: D - Discussion I - Information Item P - Presentation V - Verbal	Total Meeting Time		MEETING DATES				
ROLE OF THE BOARD OF GOVERNORS	120		23-Oct-2023	11-Dec-2023	26-Feb-2024	22-Apr-2024	3-Jun-2024
STRATEGIC DIRECTION SETTING - The Board develops and adopts a strategic plan consistent with its mission, vision and values, and enables the organization to realize its mission. The Board oversees major decisions, monitors progress on implementation of strategic directions and approves annual business plans. The Board annually reviews the Strategic Plan as part of the regular planning cycle.	RESPONSIBLE AREA/PERSON	Remaining Time >>	40.0	-5.0	-20.0	#REF!	-5.0
		Time Required					
2024-25 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2024-26 Business Plan	D. McNair, M. Savenkoff	30		P			
Approval of the 2024-26 Business Plan & 2024-25 Annual Budget	M. Savenkoff, D. McNair	60			P		
Major Capital Projects, Endowment Fund and Operating Fund Investment Reports, etc. (Included in ARM Report to BOG, see row 50)	D. McNair	0	I	I	I		I
New/Suspended and Cancelled Academic Programs (Included in ASAC report to BOG, see row 45)	C. McKelvie, C. Janzen	0					
Campus Tours for BOG (Before each Board meeting) will commence once the College is back to regular operations	C. Brulé						
Executive compensation	C. Brulé	0			I	I	
Five- Year Capital Investment Plan	D. McNair, G. Perry	15		P			
Student Satisfaction and Engagement Report (Included in ASAC Report, see row 45)	C. Janzen	10					I
Learner-Driven Plan Implementation Update (Paused During COVID-19) C. Janzen to confirm pause	C. Janzen	20				P	
People Update (Information item only October & June meetings) Defer to June meeting	D. McCutcheon	0					I
Employee Engagement Update (Information item for October meeting) not presented in Oct. Possible Apr or June following survey results	D. McCutcheon	0					
Public College Private Partnership - Update (Defer to April Board Meeting)	C. Janzen	20				P	
R3 Project (Rethink, Redesign, Reimagine) Update - L.S to confirm if updates are required (also included in Major Capital Projects Report) - title to be updated?	L. Stanbra, K. Pearson, L. Pollock	20	TBC		P		P
Academic Plan	C. Janzen, K. Dawson	0				I	
OVERSIGHT OF THE PRESIDENT – The Board selects and supervises the President, including developing and approving the job description, recruiting and selecting the President, reviewing and approving annual performance goals, evaluating performance and determining compensation and ensuring a succession plan is in place.							
Board Oversight of the President's performance (IN Camera & Meeting Without Management)	C. Brulé, G. Beck	10	D	D	D	D	D
PERFORMANCE MONITORING – The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.							
Annual Report 2022-23 and progress against Strategic Plan 2022-25	S. Gonsalves	10					P
Quarterly 2023-24 Business Plan Update (for information)	M. Savenkoff	0	I	I	I		see row 24
Fourth Quarter 2023-24 Business Plan performance	M. Savenkoff	10					P
Program Advisory Committee's Annual Report (included in ASAC Report row 50)	C. Janzen	0		I			
2023-24 Sexual Assault/Sexual Violence Annual Report (Approval is not required at any board level it needs to be presented for compliance item ASAC Report)	L. Stanbra	0					Via ASAC report

FINANCIAL OVERSIGHT – The Board is responsible for stewardship of financial resources, approves policies for financial planning, approves the annual operating and capital budgets, monitors financial performance against budget and compliance against investment policies, ensures the accuracy of financial information and approves the annual audited financial statements and ensures management has put into place measures that ensure the integrity of internal controls.			<u>24-Oct-2022</u>	<u>5-Dec-2022</u>	<u>27-Feb-2023</u>	<u>24-Apr-2023</u>	<u>5-Jun-2023</u>
2024-25 Schedule of Tuition and Ancillary Fees	L. Stanbra, K. Pearson	20		P			
Major Capital Project: BioLab	R. Southwood, D. McNair	15	P				
TENTATIVE: Major Capital Project: P & V Buildings: Improved Heating, Ventilation and Air Conditioning Systems (HVAC)	R. Southwood, D. McNair	15		P			
Master Campus Development Plan Framework (Tentative)	R. Southwood, D. McNair	15			P		
College Accessibility Major Capital Project - Annual Budget Request - Approval	R. Southwood, D. McNair	15		P			
Major Capital Project: Algonquin College Sustainability: Improved Heating, Ventilation and Air Conditioning Systems (HVAC)	R. Southwood, D. McNair	15	P				
Banking Officers' resolution (AGM agenda) if new officers are to be added, present at next meeting	D. McNair	5					V
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors (emailed to Governors)	C. Brulé	0					I
College Accessibility Major Capital Project	D. McNair	10			P		
Quarterly 2023-24 Financial Projection (Note: Q2 always requires Board Approval)	D. McNair	10	P	P	P		
Fourth Quarter Financial Report	D. McNair	10					P
Appointment of auditors (AGM agenda)	D. McNair	5					V
Draft Audited Financial Statements (AGM agenda)	D. McNair	20					P
RISK IDENTIFICATION AND OVERSIGHT – The Board oversees management's risks program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.							
Freedom of Information Annual Report	D. McNair	0					I
STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY – The Board ensures the organization appropriately contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the mission, vision, values and strategic directions.							
Board Management Summary Report (Information published in YourAC are not to be included in this Report)	Algonquin College Executive Team	0	I	I	I	I	I
Celebrating Student Success - Changemaker Awards	C. Janzen, S. Flynn	10	P	P	P	P	P
GOVERNANCE – The Board is responsible for the quality of its own governance, establishes by-laws and governance policies to facilitate the performance of the Board's role and performance.							
Review and adoption of the Governors' Code of Ethical Conduct (Discussed at Fall Board Retreat)	G. Beck	0					
Board Generative Discussion - Session to be held as required (separate meeting)	G. Beck	0					
Board Committee reports (Academic & Student Affairs; Audit & Risk Management; Governance)	V. Tiqui-Sanford	30	V	V	V	V	V
Appointment of new Governors for 2024-25	G. Beck	5				V	
Board Officer; Committee Appointments; BGI-01 Report Card; Governor Reappointments (Included in Governance Committee Report, see row 50)	J. McCracken	0				I	
BOG Officer & Committee Memberships (AGM agenda)	J. McCracken	0					V
2023-24 Board of Governors Evaluation Results (Included in Governance Committee Report to the Board, see row 50)	J. McCracken	0					I
Approval of previous year AGM Minutes	G. Beck	5					V
LEGAL COMPLIANCE – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.							
Confirmation of mandatory Government remittances (hand out to Board members at the meeting)	D. McNair	0	I	I	I		I
Attestation of Section 28 Process (Memo to Minister, Colleges and Universities from Board Chair)	D. McNair	0					I

2023-24 Board of Governors and Committee Meetings

8.6 Appendix C	2023					2024					
		September	October	November	December	January	February	March	April	May	June
ACADEMIC & STUDENT AFFAIRS COMMITTEE											
Docs to BOG Office (8 a.m.)		5-Sep-2023		17-Oct-2023		2-Jan-2024		27-Feb-2024		23-Apr-2024	
Prep Meetings w/President		12-Sep-2023		24-Oct-2023		9-Jan-2024		5-Mar-2024		30-Apr-2024	
Meeting Material Distribution		19-Sep-2023		31-Oct-2023		16-Jan-2024		12-Mar-2024		7-May-2024	
ASAC MEETINGS (4:00-6:00 pm)		26-Sep-2023		7-Nov-2023		23-Jan-2024		19-Mar-2024		14-May-2024	
AUDIT & RISK MANAGEMENT COMMITTEE											
Docs to BOG Office (8 a.m.)		31-Aug-2023		2-Nov-2023		11-Jan-2024		7-Mar-2024		25-Apr-2024	
Prep Meetings w/President		7-Sep-2023		9-Nov-2023		18-Jan-2024		14-Mar-2024		2-May-2024	
Meeting Material Distribution		14-Sep-2023		16-Nov-2023		25-Jan-2024		21-Mar-2024		9-May-2024	
ARM Cmt. MEETINGS (2:00-5:00 pm)		21-Sep-2023		23-Nov-2023		1-Feb-2024		28-Mar-2024		16-May-2024	
GOVERNANCE COMMITTEE											
Prep Meetings (Pres, Cmt Chair & VTS)			18-Sep-2023	6-Nov-2023			22-Jan-2024		18-Mar-2024	7-May-2024	
Meeting Material Distribution			25-Sep-2023	13-Nov-2023			29-Jan-2024		25-Mar-2024	14-May-2024	
Governance Cmt. MEETINGS (3:00-5:00 pm)			2-Oct-2023	20-Nov-2023			5-Feb-2024		1-Apr-2024	21-May-2024	
EXECUTIVE COMMITTEE											
Prep Meetings (Pres & VTS)			26-Sep-2023		15-Nov-2023		30-Jan-2024		26-Mar-2024	13-May-2024	
Meeting Material Distribution			3-Oct-2023		22-Nov-2023		6-Feb-2024		2-Apr-2024	17-May-2024	
BOG Executive Cmt. MEETINGS (4:00-5:00 pm)			10-Oct-2023		29-Nov-2023		13-Feb-2024		9-Apr-2024	27-May-2024	
BOARD OF GOVERNORS MEETINGS											
ACET MEETING - Agenda Prep/review	Jul-2023 Claude & Vickie Review New Governor Orientation Part 1	Aug-2023 Orientation Part 2 Presentations Retreat Agenda Prep	20-Sep-2023		8-Nov-2023		24-Jan-2024	#REF!	20-Mar-2024		1-May-2024
Docs DUE to BOG Office (8 a.m.) *(Except for Presentations) see below		Aug-2023 Retreat Presentations if any	2-Oct-2023		20-Nov-2023		5-Feb-2024	#REF!	1-Apr-2024		13-May-2024
ACET BOG Dry-run BOG PRESENTATIONS		24-Aug-2022 Retreat Prep	11-Oct-2023		29-Nov-2023		14-Feb-2024	#REF!	10-Apr-2024		22-May-2024
Agenda Review with President, Board Chair, Board EA			10-Oct-2023		28-Nov-2023		12-Feb-2024		8-Apr-2024		21-May-2024
Meeting Material Distribution		6-Sep-2022	16-Oct-2023		4-Dec-2023		16-Feb-2024	#REF!	15-Apr-2024		27-May-2024
*Final versions of PRESENTATIONS DUE to BOG Office (8 am)		7-Sep-2022	18-Oct-2023		6-Dec-2023		21-Feb-2024	#REF!	17-Apr-2024		29-May-2024
BOG MEETINGS Mondays (4:00-6:00 pm)			23-Oct-2023		11-Dec-2023		26-Feb-2024		22-Apr-2024		3-Jun-2024
BOG EVENTS ORIENTATIONS RETREATS BOG GENERATIVE DISCUSSIONS	17-Aug-2023 New Governor Orientation Part 1 Rosser Boardroom C539	2023-09-26 Orientation Part 2 Session 1 Academic Quality Assurance (Maggie Cusson)	23-Oct-2023 (Before Board Mtg) Orientation Part 2 Session 2 Budget & Business Plan Preparation	01-Nov-2023 BOG Generative Discussion T102 ABC	Dec-2023 BOG Holiday Dinner Restaurant Int'l		07-Feb-2024 BOG Generative Discussion T102 ABC	23-Mar-2024 2024 Spring Board Retreat Location TBD			7-Jun-2024 (TBC) End of Year Dinner



REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of April 28, 2023, in accordance with all Canada Revenue Agency and other various authorities' requirements and specified deadlines, the College has:

- (a) Made all applicable source deductions and remittances including the Employer Health Tax, Canada Pension Plan, Employment Insurance and Federal Income Tax; and,
- (b) All employee and employer benefit contributions have been remitted as required including Colleges of Applied Arts and Technology (CAAT) Pension Plan; and,
- (c) All salary and wages have been paid to employees as required; and,
- (d) The Harmonized Services Tax (HST) has been remitted, as required.

A handwritten signature in cursive script, appearing to read "Grant Perry".

Grant Perry
Chief Financial Officer
Algonquin College

A handwritten signature in cursive script, appearing to read "Duane McNair".

Duane McNair
Vice President, Finance and Administration
Algonquin College